



REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

QUARTERLY REPORT JANUARY- MARCH 2012



The Governor of Parwan and the Mayor of Charikar together with other local government officials participated in a tree planting campaign

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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

QUARTERLY REPORT JANUARY 1 – MARCH 31, 2012

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Acronyms

AO	Assistance Objective
ANDS	Afghanistan National Development Strategy
CDC	Community Development Council (established under NSP)
CDP	Community Development Plan
CERP	Commander's Emergency Response Program
CLIN	Contract Line Item Number
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DSF	District Stabilization Framework
DoWA	Department of Woman's Affairs
FAF	Foreign Assistance Framework
FPO	Field Program Officer (USAID officer within the PRT)
GDMA	General Department of Municipal Affairs (Office within IDLG)
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HO	Home Office
IR	Intermediate Result
IDLG	Independent Directorate of Local Governance
ISAF	International Security Assistance Force
IT	Information Technology
M&E	Monitoring and Evaluation
MIS	Management Information System
MOU	Memorandum of Understanding
MOUD	Ministry of Urban Development
NGO	Non-Governmental Organization
PIRS	Performance Indicator Reference Sheet
PMP	Performance Management Plan
PRT	Provincial Reconstruction Team
PPP	Public Private Partnerships
RAMP UP	Regional Afghan Municipalities Program for Urban Populations
RC	ISAF Regional Command
TAMIS	Technical Assistance Management Information System (DAI)
USAID	United States Agency for International Development
USG	United States Government

1 Summary and Quarterly Highlights

This Quarterly Report presents the accomplishments of RAMP UP East for the period of January 1 through March 31, 2012, or the third quarter of Option Year 1. The report shows project activities that have been completed and progress made in support of indicator targets under USAID's Strategic Objective to promote a more capable, accountable, and effective government in Afghanistan that serves the people and can eventually function with limited international support, and Assistance Objective 1: Improved performance and accountability of Governance. The RAMP UP East Project Objective is to create effective, responsive, democratic, transparent, accountable, municipal governance in the fourteen provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command East. Progress is measured on a quarterly and annual basis against targets set for selected indicators, which are defined in the RAMP UP East Performance Monitoring Plan and summarized in this Quarterly Report.

Capacity building of municipal officials

Budgeting

As March 20th marked the end of the 1390 Afghan fiscal year, the RAMP UP East finance team focused their capacity building efforts on activities related to the budget preparation. Two-day budget training was conducted for all the municipalities in the Jalalabad and Kabul offices in January. Following the training, embedded advisors worked with the mayors and municipal staff to set up the municipal budget committee and establish internal budget calendars. Prior to the closing of the 1390 municipal accounting books, the public finance advisors worked with the municipal accountants to record all 1390 cash disbursements in the Excel-based M20 sub-ledger and Excel based *Hawala* book. These two Excel templates were subsequently used to reconcile all cash disbursement transactions to the municipal bank accounts.

Following the closing of the fiscal year on March 20th, municipalities were given 15 days to close the books and complete the 1391 budget. As of the end of March, Sharana had completed its budget and received approval from the Provincial Administrative Committee. Two municipalities, Maidan Shar and Pul-i-Alam, completed their budget but had not yet presented it to the Provincial Committee. Two other municipalities had nearly completed the budget: Ghazni and Charikar. Seven municipalities had only started preparations by the end of the month: Asadabad, Metherlam, Khost, Bamyan, Mahmud-i-Raqi, Jalalabad, and Gardez. The remaining municipality, Panjshir, had not started and it is assumed that it will not meet the deadline set by the government.

Municipal staff have continued to appreciate the increased accuracy and ability to reduce time spent on activities by automating their processes using Excel. However, the increased automation of daily tasks highlighted the lack of computers available to municipal staff. Because all municipalities have available budgets for procuring computers, RAMP UP East continues to encourage municipalities to invest in IT equipment through their own budgets.

Standard Operating Procedures

In January, RAMP UP East, in conjunction with IDLG, crafted general guidelines and schedules for the formulation and implementation of standard operating procedures (SOP). During the quarter, five SOPs were developed in draft format: (1) business licensing and fee collection; (2) budget preparation; (3) municipal procurement; (4) solid waste management, and; (5) revenue improvement action planning. During the next quarter, these SOPs will be finalized and implementation plans and training materials will be developed.

Service delivery and infrastructure projects

Solid Waste Management

RAMP UP East is funding the implementation of solid waste management activities in six municipalities that include Maidan Shar, Bamyán, Charikar, Panjshir, Pul-i-Alam and Sharana. Gardez initially also received assistance for its SWM program but the municipality is now funding this service on its own.

In February a number of SWM projects were approved for implementation by USAID, including solid waste collection support (Asadabad, Bamyán, Khost), the supply of solid waste bins (Asadabad, Panjshir, Khost), the provision of dump trucks for solid waste collection (Asadabad, Maidan Shar), and the provision of other SWM equipment (Asadabad, Bamyán, Panjshir).

Service Delivery Improvement Plans (SDIP)

RAMP UP East introduced the Service Delivery Improvement Plan (SDIP) concept to municipalities during this quarter. SDIP is an approach involving collaboration between the municipality and citizens (selected neighborhood leaders and sectoral representatives) on improving the delivery of municipal services, such as solid waste management (SWM). The SDIPs will help the municipality in strengthening data management, service organization, and customer relations through an approach which analyses and improves procedures, personnel, policies, and organization.

Female engineering internship

In March, 10 female engineers started an internship program at the RAMP UP East central project office in Kabul. The interns are part of a group of 21 female engineering graduates who completed a quality assurance/quality control training provided by RAMP UP East last year. The female engineers will be given the opportunity to apply the concepts they have learned in the classroom as they work on the project cycle for actual municipal service delivery and infrastructure projects.

Infrastructure Projects

Basic infrastructure projects impact on the citizens in different ways. Firstly, they provide much needed facilities, create visibility of government actions and give citizens assurance that their municipal government is functioning. Secondly, these projects, with the GIRoA and USAID branding, remind people that GIRoA and the United States of America are working together to bring development to the country. Thirdly, construction projects create employment opportunities for residents and serve as training platforms for municipal staff in project planning, design, budgeting and implementation.

The winter weather extended further into the year than normal and this effected progress on service delivery and infrastructure projects in many municipalities. Five infrastructure projects were completed during the quarter. These include a landfill expansion project in Charikar, and drainage ditch improvements in Khost. In Mehterlam, the drainage ditch and sidewalk construction projects were finished and in Asadabad the 2km gravel road and retaining wall project was completed and handed over to the municipality on March 12.

The warmer weather in March also brought the opportunity to start up twelve new projects in nine of the municipalities, as detailed in the following table.

Municipality	Sub-project Name	Sub-project #	Status
Asadabad	Solid Waste Collection and Bin Supply	ASD-0009	Subcontract signed
Bamyan	Reconstruction and Asphaltting of Streets	BAM-0003	Subcontract signed
Bamyan	Public Latrines Construction	BAM-0005	Subcontract signed
Charikar	Drainage Ditch and Street Roughing	CHA-0008	Direct implementation started March 24
Gardez	Solid Waste Bins and Enclosures	GRZ-0008	Direct implementation purchase order
Ghazni	Bazazy Sidewalk Construction	GHZ-0005	Subcontract signed
Khost	Solid Waste Collection and Bins	KHO-0008	Direct implementation purchase order
Mahmud-i-Raqi	Construction of Solid Waste Disposal Site and Receptacles	MIR-0005	Subcontract signed
Mahmud-i-Raqi	Drainage Ditch and Sidewalk Construction	MIR-0012	Subcontract started March 27
Mahmud-i-Raqi	Solid Waste Collection	MIR-0017	Direct implementation will start in April
Sharana	Road Median Construction	SHA-0008	Subcontract signed
Panjshir	Trash Receptacles and Equipment Supply	PJS-0005	Direct implementation purchase order

Economic development and revenue generation

Revenue Improvement Activities

The Revenue Improvement Action Plan (RIAP) has three components that the municipalities have been actively working on during the reporting period: revenue profile, revenue forecast, and municipal capacity assessment. Five municipalities – Bamyan, Khost, Maidan Shar, Pul-i-Alam, and Sharana – completed all the components and all but Bamyan received approval from the Economic Development Advisory Committee (EDAC).

Economic Development Advisory Councils

In three municipalities, Jalalabad, Panshir, and Bamyan, RAMP UP East and ASGP are collaborated on the organization of the Economic Development Advisory Council (EDAC). In the other ten municipalities RAMP UP East is supporting the set up of the EDAC by itself. The objective of EDAC is to strengthen municipal governance by providing advisory services to municipal authorities and supporting municipal revenue enhancement and economic development.

Business licensing and fee collection

In this reporting period, the survey of businesses and data verification was completed in all municipalities. The much awaited computer systems that will run the business licensing program were delivered to all the municipalities in February and March. Each municipality received a set of 20 items that includes two computer sets, a digital camera, three printers, licensed software, peripherals and consumables.

Property Registration

With the implementation and handover of the business registration system complete, RAMP UP East has started to support municipalities in expanding property registration and the collection of safayi taxes. In February RAMP UP East met with UN-Habitat, LARA and GDMA to discuss and clarify existing laws and procedures for property valuation and safayi tax collection. RAMP UP East presented draft guidelines that incorporated practical and

logistical aspects of property registration. GDMA agreed to send the guidelines to the municipalities.

The property registration system will be piloted in four municipalities: Jalalabad, Ghazni, Charikar, and Khost. On March 10, 15 surveyors started work in the municipality of Jalalabad. By the end of the month, Ghazni had also recruited a team of surveyors who completed their training and the surveying will start in the commercial area of the city in early April. Charikar and Khost will start interviewing surveyors and GIS specialists in April.

Market Analysis

In February the RAMP UP East team and its municipal counterparts conducted a feasibility study of a proposed fruit and vegetable market in Pul-i-Alam to better understand the costs versus benefits of the project for the community. A report was prepared for the mayor analyzing the economic feasibility and considering different locations for the proposed market.

Community Engagement

Citizen forums provide an opportunity for community members to convey their concerns or opinion about civic matters to the municipal administration. Their suggestions and complaints usually generate an instant response from the municipality and bring clarity and speedy resolution to these issues. During the reporting period, 75 counts of community engagement activities were conducted across 13 municipalities, including citizen forums, opening/closing ceremonies, publication of newsletters, radio programs and media interviews. The 23 citizen forums held during the quarter attracted a total of 815 participants, or an average of 35 participants per meeting.

RAMP UP East has seen a continuation of the trend of increasing women's participation in citizen forums, which could be attributed to the effort of municipalities to encourage women to attend the community gatherings, and to implementation of the gender related grants in almost all municipalities. During the last quarter, about 23% of the participants in citizen forums were female. Although this is an encouraging trend it must be noted that there is a wide variance among the municipalities and in a number of cities (Asadabad, Panshir, Gardez, Jalalabad, Pul-i-Alam) no females attended the forums.

Gender and Youth Programs

In October, the gender-responsive governance and youth grants were awarded to local NGOs that will implement activities in all 14 RAMP UP East municipalities. Throughout the one year duration of the grants, the Gender-responsive Governance Program will benefit 4,676 women and men through three activities: a fellowship program, public participation in local governance and women's participation in service delivery.

The Youth Participation Program will contribute to increasing the participation of female and male youth in municipal activities, specifically greenery and environmental cleanliness. Its one-year program will benefit 6,085 young women and men through the following components: an internship program, computer training, and sports development.

Gender program

The small grants for gender-responsive governance were introduced during the current Option Year and RAMP UP East is aiming to implement one gender intervention in each municipality, for a total of 14 interventions. Four local organizations have been selected

through public competitive bidding to implement the gender-responsive governance interventions. This quarter, a total of 442 women and 446 men participated in the public participation in local governance component.

The women's participation in service delivery component consists of a series of activities that include training for women entrepreneurs and business owners. This quarter a total of 330 women were trained on business planning and marketing, management, public-private partnerships, bookkeeping, networking, and business sustainability.

Nine women's small business exhibitions were organized in the municipalities of Ghazni, Charikar, Bazarak, Bamyán, Mahmud-i-Raqi, Maidan Shar and Jalalabad, as a way of expanding the women's business network and exposing them to potential buyers.

██████████ a 36 year old mother of five was one of the participants in the exhibition in Panjshir. "My husband did not want me to go to the exhibition but I told him that this is a golden opportunity for us to sell and advertise our products as there will be visitors from other provinces," she revealed. She sold pickles, curd, eggs and cookies and took home AFA 7,000 in sales.

██████████ a resident of Bazarak who visited the exhibition in Mahmud-i-Raqi, lauded the organizers. "There is a wide variety of products in this exhibition. I didn't know that the women in Kapisa could make all these wonderful things. I bought clothes and food items worth AFA 2,500," ██████████ said. "My suggestion is that this event should be widely advertised so that more people will come."

The gender-responsive grants program in Sharana, Khost, Gardez and Pul-i-Alam was suspended. The agreement between RAMP UP East and the grantee (Noor Social and Cultural Organization, NSCO) has been terminated due to the inability of the grantee to implement the program. RAMP UP is exploring different options to continue the program in the aforementioned municipalities.

In Maidan Shar, the grantee (BRD) has not been able to identify a female fellow for the second round of the fellowship program. As there is no high school in the municipality, most families send their daughters to Kabul for higher education and finding a high school or university graduate who lives in Maidan Shar and is willing to work there is a challenge.

In Panshir and Jalalabad the mayors have refused to allow both male and female fellows to work in municipalities.

Youth program

The youth grant has been designed to develop youth capacities through computer training, internships and sports tournaments (cricket, volleyball, football and taekwondo) to enhance their active participation in municipal affairs. Both the internship program and the computer classes are being implemented over a period of six months. Through the internship program 50 male and female youth are working with the municipality, the Department of Women Affairs, and some local and international NGOs to gain practical experience and apply what they have learned during their training periods in the grantees' offices. The internships are currently ongoing in the municipalities of Sharana, Khost, Nurgaram (Nuristan), Mehterlam, Asadabad, Jalalabad, Maidan Shar, Ghazni and Bamyán. Eighteen other interns are currently receiving training at the grantee's offices in Mahmud-i-Raqi, Panshir and Charikar. In Parun there are only two interns.

During the reporting period, 839 male and 265 females were engaged in some or all three components of the youth participation small grants program.

Through computer training programs 460 male and female beneficiaries are receiving basic skills training according to the schedules developed by the grantees in coordination with the

RAMP UP East teams in Sharana, Khost, Nurgaram, Mehterlam, Asadabad, Jalalabad, Maidan Shar, Ghazni, Bamyān, Panshir, Mahmud-i-Raqi and Charikar.

The youth grantee in Bamyān, Ghazni and Maidan Shar (AREP) conducted closing ceremonies for the Taekwondo tournaments on March 7 and 13. The grantee in Jalalabad, Asadabad, Mehterlam and Nurgaram (RSSAO) organized closing ceremonies for the volleyball tournaments held in those municipalities between March 18 and 21. The implementing partner for the youth grants in Khost and Sharana (AMRAN) also conducted closing ceremonies for the Taekwondo tournaments on March 4.

All municipalities face the challenge of finding female participants for the programs. In Maidan Shar, the NGO grantee could not identify young females meeting the eligibility requirement and who were willing to participate in the computer training. Many options were explored but at the end the grantee in consultation with local stakeholders including the municipality, Departments of Women's Affairs and Education, decided to train 20 additional males in the computer training class.

The grant program in Gardez and Pul-i-Alam is suspended due to the lack of the grantee's ability to fully implement the program and comply with financial requirements. New grantees have been selected and will start implementing the program in early April.

Technical Working Groups

Technical Working Group (TWG) meetings between GDMA and sub-national governance programs were held in January, February. The TWGs started as a consultative meeting between RAMP UP East and GDMA and were expanded to include the three other RAMP UP projects – West, North and South – and other projects that are operating at the municipal level: Land Reform in Afghanistan (LARA), Afghanistan Sub-National Program (ASGP) and UN-Habitat. The discussions were chaired by GDMA and provided the opportunity for partners to share updates of activities in the areas of capacity development, service delivery, revenue enhancement, and cross-cutting activities.

During the quarter, GDMA reviewed the citizen consultative mechanisms used by each project. Different forms of citizen participation exist across the projects and GDMA intends to institutionalize common, systematic approaches for these consultative bodies in anticipation of the introduction of elected Municipal Councils once a new Municipal Law is passed. As a step towards this, GDMA convened an initial meeting with partners and donors in early January to discuss the interim municipal councils.

RAMP UP East gave a presentation of its proposed Standard Operating Procedures formulation process for peer review and GDMA explained its reporting requirements for capacity building activities in 2012. The importance of integrating capacity building across the four municipal program components was underscored.

In the Service Delivery TWG, GDMA requested the members to obtain formal endorsement from the mayors for all service delivery projects, a process that RAMP UP East is already observing. GDMA also reminded the partner organizations to consider sustainability in all their plans.

Discussions in the Revenue Enhancement TWG included the property registrations process and the next steps for implementation. RAMP UP East had previously developed the business licensing and fees collection system which was endorsed by GDMA as an SOP for country wide implementation. The discussion also covered how to guide mayors and municipalities in implementing the property registration process.

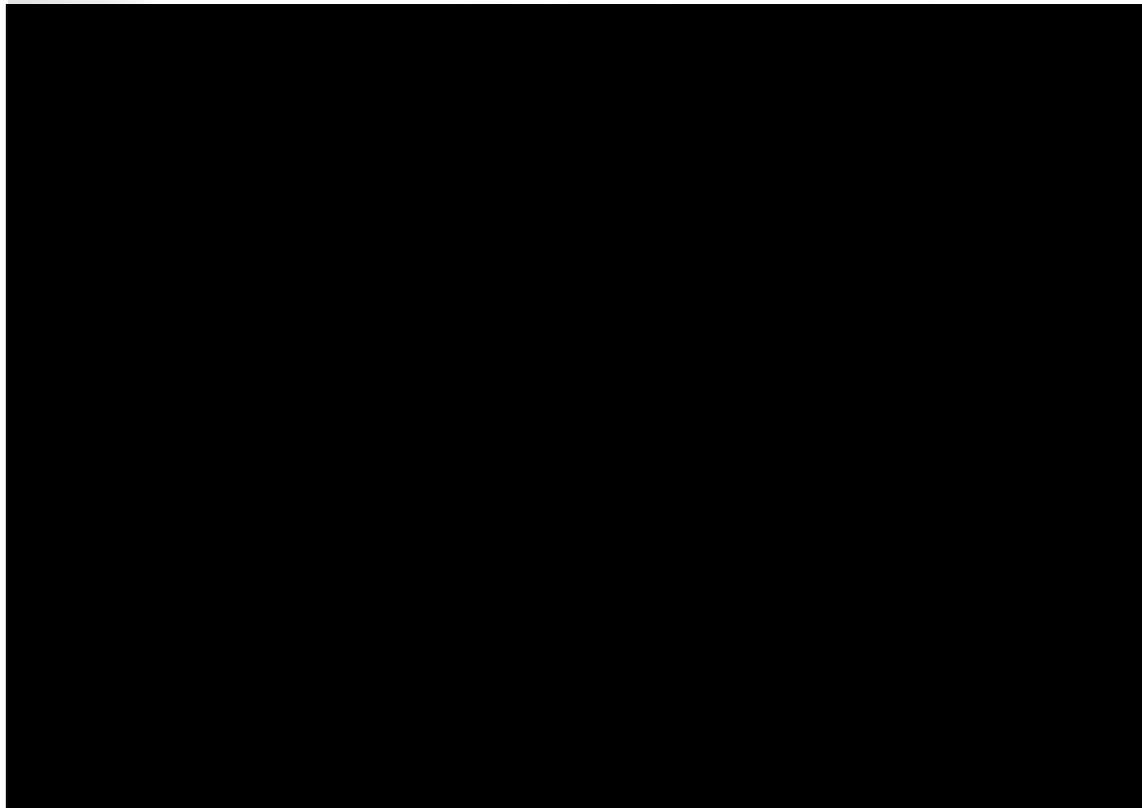
The Cross Cutting Gender, Youth, Public Outreach TWG discussed how to promote the use of the gender mainstreaming tool prepared by GDMA among all partners. The tool helps to ensure that gender becomes a consideration in all phases of the project cycle.

Quarterly Highlights

Ambassador hands over solid waste management program to Municipality of Sharana

On January 17, US Assistant Ambassador Richard Olson handed over the solid waste management project to the municipality of Sharana. The integrated solid waste management project includes the provision of dump trucks, hiring of cleaning crews, construction and installation of 70 trash bins across the municipality and the purchase of equipment for the landfill.

Sharana Acting Mayor Mohammad Asif Safi said that the project goes beyond mere collection of garbage around the city. “It also represents a new way of serving the community by involving the citizens in the cleanup of their own neighborhoods,” he added. The mayor acknowledged other benefits provided by USAID to the municipality such as building the capacity of municipal employees, and construction of drainage canals and public latrines.



US Assistant Ambassador Richard Olson (second from right, seated) interacts with RAMP UP East staff as he was briefed on USAID activities in Sharana. Ambassador Olson visited the municipality on January 19 to hand over the solid waste management program to the municipality. The Ambassador is flanked by Paktika Governor Mohibullah Samim (to his right), and Sharana Acting Mayor Engineer Mohammad Asif Safi (to his left).

Female engineering students graduate from professional skills development course

On January 29, 22 female engineers and engineering students who have recently completed the Professional Skills Development Course received their certificates of completion in a ceremony held at the RAMP UP East office. The female engineers took part in an advanced training focusing on scheduling and quality management using computer programs and modules that are practiced by the United States Army Corps of Engineers (USACE). The training was held for a total of 28 days and was conducted between May and December 2011. Ten of the female graduates were selected to participate in a 3-month follow-up internship program at RAMP Up East that began in February.

Female entrepreneurs present their products at exhibitions in 4 municipalities

Nine exhibitions of women's crafts and products were organized this month in a number of municipalities as part of the gender-responsive small grants activities. The main purpose of the exhibitions is to expose the female entrepreneurs to the market, enable them to link with buyers and sellers and expand their network.

The women typically sell clothes, beadwork, and food products like jam, dairy products, honey, saffron and other spices, dried vegetable and nuts.

██████████ a 44 year housewife from Mahmud-i-Raqi, thanked USAID for organizing "such a big event." She added that the exhibition is a good way to connect them with customers and traders. "We get good exposure and fair prices for our products. This is providing us with good income," she added.



Women from different districts in Kapisa brought their products to Mahmud-i-Raqi for the women's small business exhibition on January 28.

Business licensing and fees collection system

February may be pivotal for 13 provincial capital cities in the Eastern region of the country as they completed the registration of businesses within their boundaries. As of the end of the reporting period more than 40,000 businesses were registered by municipalities which will generate millions in annual licensing revenues. An ambulant cart vendor for example will be charged AFA 500 per year at the current unadjusted license fee rate in some municipalities.



An IT technician tests the software that will drive the business licensing and fees collection system before computers were distributed to municipalities.

RAMP UP East provided intensive support for the development of the licensing system, pilot tested and refined it, and implemented the system with the local government in the municipalities. This process came to fruition in October last year when GDMA gave the green light for the implementation of the system and endorsed its adoption in key cities of the country. Refining the business licensing and fees collection system became a collaborative effort among organizations working at the municipal level.

The completion of the business licensing process at the close of 1390 solar year was timely because local government units were preparing their budgets for *nowroz* (new year). Previously, the revenue from licensing fees was not a major source of fixed income but now the municipalities are including licensing fees as a sustainable source. The revenue structure of most municipalities is characterized by a sharp vertical spike of income derived from municipal services or fees at the bottom of the graph to the sale of land at the apex. The comprehensive business licensing and fees collection system provides a more sustainable and predictable source of revenue to the municipalities.

This quarter the computer systems that run the licensing program were distributed to the municipalities and at the beginning of the Afghan New Year on March 21, municipalities were ready to start implementing and maintaining the system.

Kudos from municipalities

In February, four infrastructure projects in Kunar's capital town of Asadabad were completed. These projects are the 1,300-meter drainage ditch construction project in Kerala Village (RUE-ASD-0001), the 600-meter drainage ditch cover project (RUE-ASD-0003), the 2-kilometer gravel road, culvert installation, and retaining wall construction project (RUE-ASD-0004), and a 300-meter retaining wall along Dam Kelay Stream (RUE-ASD-0005).

Engineer Abdul Ghani Abbasi, mayor of Asadabad, was profuse in his thanks for the assistance given by USAID through RAMP UP East, which he said "saved and eased the lives of thousands [of] families and residents of Dam Kelay Village."

During the sign-off ceremony, the mayor presented appreciation letters to the RAMP UP East team, one of which is shown below.



On February 22, the Mayor of Gardez appeared on Paktia Millie television for a 20-minute interview on the municipal annual report and future plans of the city. The mayor discussed the progress of ongoing projects supported by USAID, through RAMP UP East.

In the interview the mayor announced a big increase in the revenues collected this year compared to the previous year. He shared that this year's revenue came primarily from rent, business licenses, and *safayi* taxes. In appealing to the citizenry for support, he described how the tax collected from citizens sustains the services provided by the municipality. He described the predicament of the municipality if residents don't pay taxes through an example: "If a person does not pay his electricity bill the energy department simply cuts the supply, but if citizens stop paying taxes, the municipality just can't stop cleaning roads or providing basic services to the people."

"This year we have increased our income by 9,000,000 Afghanis more than last year's, and if we can get approval for distributing land, we could raise our income by 100 percent," the Mayor of Gardez revealed during a TV interview on February 22

At the RAMP UP East-sponsored taekwondo tournament opening on February 13, Khost Provincial Olympics director Aziz Malang presented the mayor of Khost with a letter of commendation for organizing sports events as it will enhance friendships, sportsmanship and improve the social and civic skills and attitudes of the youth. On February 20, the principal and selected students of privately-owned Noor Aqra High School visited the municipal office of Khost to present a letter of commendation to the mayor for the successful

implementation of the environmental cleanliness program, and for implementing wide-reaching activities for women and youth.

Handover of the Gravel Road, Culvert Installation and Retaining Wall Project in Asadabad

The handover ceremony of 2 km gravel road project in the Village of Kerala, Municipality of Asadabad, took place on March 25. The project also includes a 660-meter long retaining wall along the river bank and the construction of culverts. This USAID-funded project was identified as a priority by the residents of Asadabad during a citizen forum organized by the mayor.

When the snow from the mountains begins to melt in springtime, the almost 8,000 citizens of Kerala Village in this city will no longer have to fear the seasonal flash floods, thanks to the newly constructed retaining wall that will shield the village from the raging waters of Pach River. Every year, the seasonal flooding threatens the lives of the residents and destroys homes and properties. Also, mud and silt from the river is deposited on farm lots that require many days and intensive labor to clean up. Before the road was constructed, vehicles could not pass by this strategic road that connects Asadabad to Nuristan Province. Travel by foot was also difficult.

At the handover ceremony in Asadabad, the Governor of Kunar said: “By directly addressing and engaging the concerns of Kerala residents regarding potentially destructive floods, the project increased people’s confidence in their government. This project also protects the main bridge from being damaged. It saves people’s property and provides a safe passage for the people.”

Asadabad Mayor Abdul Ghani Abbasi received the project on behalf of the citizens. In his speech, he said: “This project is one of the biggest achievements of the Asadabad municipality. With support from RAMP UP East we have addressed the needs of our people, we provided employment opportunities to local residents, and we built a relationship based on trust with our fellow citizens here in Asadabad.”

The project was handed over by USAID representative Greg Huger who lauded the governor and the mayor for their effort in bringing basic services to their constituents.



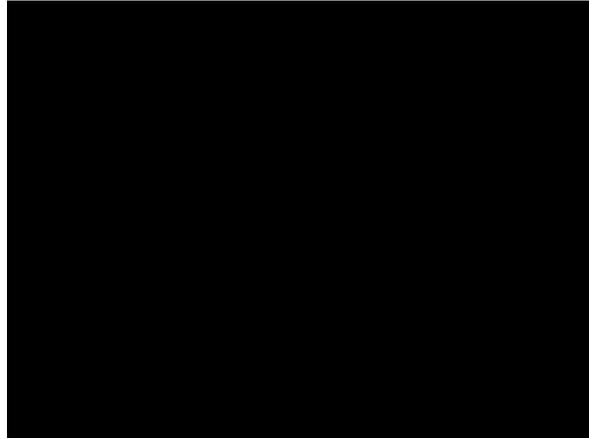
Two pictures of the same location before and after the completion of the USAID-funded gravel road, culverts and retaining wall construction project along the Pach River in Asadabad, Kunar.

Successful taekwondo tournament for female athletes in Ghazni

As earlier reported, the Municipality of Ghazni and RAMP UP East grantee AREP succeeded in assembling two female volleyball teams from Ghazni to participate in a province-level tournament. This quarter the municipality, in collaboration with the Department of Youth and Olympic Games and AREP, managed to form two female teams to compete in a taekwondo tournament. Initially it was difficult to motivate young women to take part in this sport because it was considered against local culture. But eventually enough girls were found willing to participate in a tournament with two other female taekwondo teams from the province of Bamyan. Ghazni is facing various security related and cultural challenges and this tournament gives a small group of female youths from the city the opportunity to match their skills and bravery against a group of very similar girls from a neighboring province.



The opening ceremony of the female taekwondo tournament in the Municipality of Ghazni.



Female taekwondo athletes are getting ready for the tournament.

2 Background

RAMP UP East contributes to the accomplishment of USAID's Strategic Objective 6 – A democratic government with broad citizen participation. The purpose of the Regional Afghan Municipalities Program for Urban Populations (RAMP UP) is to create effective, responsive, democratic, transparent, and accountable municipal governance in the fourteen provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command East.

RAMP UP EAST will: (1) increase the capacity of the Government of the Islamic Republic of Afghanistan (GIROA) municipal officials, (2) markedly improve the delivery of municipal services to citizens in target municipalities, and (3) increase municipal capacity to enable, support, and sustain economic growth. As a result of the RAMP UP EAST program, Afghan citizens will receive better services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate.

Area of Responsibility

The RAMP UP East project's Area of Responsibility includes 14 municipalities that are covered by the ISAF Regional Command East. Table 1 below presents population data taken from the Municipal Economic Profiles developed during the RAMP UP East Base Year.

Population of RAMP UP East supported municipalities			
No.	Municipality (Province)	Population*	Mayor
1	Asadabad (Kunar)	90,000	Engr. Abdul Ghani Absi
2	Bamyan (Bamyan)	78,000	Khadam Husain Fetrat
3	Charikar (Parwan)	50,140	Khwaja Rohullah Sediqi
4	Gardez (Paktya)	76,858	Agha Mohammad
5	Ghazni (Ghazni)	154,618	Said Abdul Baseer (Acting)
6	Jalalabad (Nangarhar)	456,500	Lal Agha Kakar
7	Khost (Khost)	158,546	Haji Amanullah Jalily
8	Mahmud-i-Raqi (Kapisa)	60,400	Abddul Nabi Wahab Safi
9	Maidan Shar (Wardak)	5,804	Engineer Mahmood Amiri
10	Mehterlam (Laghman)	39,254	Alhaj Abdul Moqem Niazai
11	Panjshir (Panjshir)	15,593	Abdul Khabir Bakhshi
12	Parun (Nuristan)	n/a	–
13	Pul-i-Alam (Logar)	100,000	Mohammad Hashim Husainkhil
14	Sharana (Paktika)	54,416	Engineer Mohammad Asif (Saifi)

*Source: Afghanistan Central Statistics Office population estimates of 2010-2011

RAMP UP East Programming

RAMP UP East provides assistance to the Government of the Islamic Republic of Afghanistan (GIROA) under three primary objectives, or components, each of which is tied to a specific goal, as follows:

Component 1 ~ Capacity Building of GIROA officials at the municipal level. All activities under Component 1 will directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. Based on an empirical understanding of the skills, capabilities, and knowledge of municipal staff, RAMP UP East provides a combination of on-the-job mentorship, training, and advising to enable more visible, responsive, and accountable governance at the municipal level.

Component 2 ~ Support to GIROA to provide responsive, effective, and visible municipal service delivery programs. Activities carried out under Component 2 support municipalities in delivering visible, tangible, and desirable services to citizens in the form of municipal service delivery projects. These projects simultaneously fill two purposes: (1) municipal projects provide citizens with marked improvements in their daily life, helping them gain satisfaction with and confidence in their municipal government; and (2) in executing projects hand-in-hand with municipal officials, RAMP UP East builds capacity with a clear learning-by-doing approach, solidifying the GIROA's capacity to sustainably deliver services to citizens in the long term.

Component 3 ~ Support to GIROA to improve economic development and revenue generation at the municipal level. Activities implemented under this component directly support local economic development and strengthening of revenue generation, and thereby the municipality's ability to finance its service delivery mandate and operating costs. As RAMP UP East activities under Components 1 and 2 strengthen municipal capacity and service delivery, activities under Component 3 use the capacity, service improvements, and infrastructure to facilitate business growth and job creation.

RAMP UP East's approach entails the provision of comprehensive programming that addresses each of the three component objectives through a combination of technical assistance, training, provision of material support, and improvements in infrastructure and services delivered to municipal communities and governments.

The majority of the hands-on work provided by RAMP UP East is through teams of technical advisors (called Embedded Advisors), who, in partnership with the technical experts based in Kabul (with specializations in areas such as engineering and construction management, urban planning, financial management, budgeting, economic development, public outreach, communications, and performance monitoring), design capacity development agendas that are tailored to the unique conditions in each municipality.

3 RAMP UP East accomplishments per component

This section presents the progress of RAMP UP East for the months of January, February and March 2012. Accomplishments are presented in the same sequence as the Performance Monitoring Plan (PMP).

Results of the annual public opinion survey, which assesses citizen satisfaction with municipal governance, presented in the previous quarterly report, are reiterated here for the sake of presenting the complete and current status of accomplishment compared to the PMP indicators and targets.

Annex 1 of this report provides an overview of the RAMP UP East performance indicators, including the Option Year 1 baseline, targets and accomplishments.

Project Objective Indicators

Project objective indicators, also called impact indicators, measure citizen satisfaction, trust, and perception about local government performance in reference to their access to services provided by the municipality. These indicators are measured annually. The Base Year survey was carried out in September 2010 and the Option Year 1 survey was conducted one year later in September 2011. In both surveys, households from 13 municipalities were asked the same set of questions to enable year-to-year comparisons. The municipality of Parun in Nuristan was not included in the survey due to the security situation in the area.

PO 1 Citizen satisfaction with the municipal government

<i>Indicator PO 1: Percentage change in citizen satisfaction with the municipal government</i>			
Year	Baseline (Sept 2011)	Target (Sept 2012)	Actual (Sept 2012)
Option Year 1	72%	78% (20% of 28% = +6% increase)	
Percentage who said their municipal government was doing a very good or a somewhat good job.			

In the 2011 survey, 72 percent of respondents, across 13 municipalities, expressed satisfaction with the municipal government as compared to 64 percent in 2010, an 8 percent increase over the baseline. For the next annual survey that will occur in September 2012, RAMP UP East targets a 20 percent reduction in the number of respondents who were not yet satisfied with the performance of their municipal government, or a net result 78 percent.

PO 2 Citizen perception that local government officials are working for their needs

<i>Indicator P.O. 2: Percentage change in citizen perception that local government officials are working to serve their needs</i>			
Year	Baseline (Sept 2011)	Target (Sept 2012)	Actual (Sept 2012)
Option Year 1	59%	67% (20 of 41% = +8% increase)	
Percentage who said municipal government was always or sometimes working to serve people like you (respondent)			

Across the 13 municipalities, the result of the survey in September 2011 showed that 59 percent of the respondents felt that local government officials were working to meet the needs of constituents as compared to 55 percent in 2010, a 4 percent increase over the baseline. For the next annual survey, the target is a 20 percent reduction in the number of respondents who did not agree that the local government is working to serve citizens' needs, which will bring this number to 67 percent.

PO 3 Citizens indicating they trust their municipal officials to conduct activities to benefit the people

<i>Indicator PO 3: Percentage change of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city</i>			
Year	Baseline (Sept. 2011)	Target (Sept 2012)	Actual (Sept 2012)
Option Year 1	50%	60% (20% of 50% = +10% increase)	
Percent who said they had a great deal of trust or some trust in the Municipal Government to conduct its activities to the benefit of people in their city			

The 2011 survey results showed that 50 percent of the respondents across 13 municipalities said that their local officials were working for the benefit of the general public, as compared to 49 percent in 2010, a 1 percent increase over the baseline. In the next annual survey (September 2012) the target is a 20 percent reduction in the number of respondents who did not have a great deal or some trust in the municipal government to work to benefit the people, or an increase in the positive perception to 60 percent.

IR 2.4 Citizens who believe that their access to municipally-provided services has increased

<i>Indicator I.R.2.4: Percentage of citizens who believe that their access to municipally-provided services has increased</i>			
Year	Baseline (Sept. 2011)	Target (Sept 2012)	(Actual Sept 2012)
Option Year 1	58%	66% (20% of 42% = +8% increase)	
Percentage of municipal services NOT rated as poor or unavailable (trash, drainage/ditches, roads and parks).			

The 2011 survey showed 58 percent of the respondents across 13 municipalities believed that their access to services provided by the municipality had increased, as compared to 47 percent in 2010, an 11 percent improvement over the baseline. In the next annual survey in September 2012, RAMP UP East targets to reduce the number of respondents who did not believe that access to municipal services has improved by 20%, or a net gain of 8% to 66 percent.

Intermediate result Indicators

RAMP UP East's 3 main components – Capacity Building, Service Delivery, and Revenue Generation/Economic Development, match the Intermediate Results (IR) defined in the Project Management Plan (PMP).

IR 1 Increased Capacity of GIRoA Municipal Institutions

All activities under IR 1 will directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. This component has three indicators, namely: IR 1.1 number of municipalities with functioning performance budgeting systems; IR 1.2 number of municipalities with functioning accounting systems; and IR 1.3 number of participatory citizen engagement mechanisms implemented by municipal officials.

Municipal Accounting and Budgeting

Measuring improvement in accounting and budget practices in public finance

The RAMP UP East Annual Report of July 2011 detailed the methodology for measuring improvement in both the accounting and budgeting practices of the municipalities. It was noted that as Standard Operating Procedures (SOPs) were developed, surveys would be created that would enable the public finance and revenue enhancement teams of RAMP UP East to measure improvements in the municipalities towards more functional and transparent financial practices. It was also noted that these surveys would be conducted on a quarterly basis to coincide with performance reporting.

The preceding Quarterly Report, covering the period from October to December 2012 and issued in January 2012, noted that the RAMP UP East team has not been able to implement the interventions in the municipalities associated with the general accounting and budgeting practices as planned. This was mainly due to limited knowledge of basic computer skills among municipal staff and reluctance on the part of a number of municipal accounting and revenue departments to openly share financial information with the team of embedded advisors. RAMP UP East subsequently proposed a reduction in the types of surveys that could be conducted during this option year. The Work Plan indicated that RAMP UP East would conduct seven (7) surveys covering specific accounting and budgeting topics. This was reduced to four (4) surveys focused on two areas of budgeting (revenue planning/forecasting and budget preparation) and two areas of accounting (general accounting and cash management).

The topics which will not be addressed during this Option Year include accrual and asset accounting, and performance based budgeting. Accrual and asset accounting require a more advanced accounting practice than is currently applied in the municipal offices. Performance based budgeting requires program level budgeting practices which will be the focus of public finance capacity building in Option Year 2.

The following diagram shows the modified schedule for conducting surveys during this Option Year 1.

Survey Schedule		Aug-11	Sept	Oct	Nov	Dec	Jan-12	Feb	March	April	May	June	July
FM01	General Accounting	X											
FM02	Revenue Forecasting		X										
FM03	Budget Process					X							
FM05	Procurement										X		
FM04	Performance Based Budget	Surveys postponed until Option Year 2											
FM06	Asset Accounting												
FM07	Accrual Accounting												

X	baseline survey conducted
	quarterly survey conducted
	reported in quarterly report

For municipalities to qualify as having a functional accounting system (Indicator 1.2) they must achieve 70% on the combined surveys for accounting practices (general accounting and procurement). Likewise, municipalities which achieved 70% on the combined surveys for budgeting practices (revenue forecasting and budget process) would be considered to have functioning performance budgeting systems in place. (See example below).

Training Modules & Surveys	General Acct FM01	Procurement FM05	Functional Accounting Average 1.2	Revenue Forecast FM02	Budget Process FM03	Perform Budget Average 1.1
Municipality 1	40%	50%	45%	70%	80%	75%
Municipality 2	50%	60%	55%	60%	50%	55%
Municipality 3	30%	30%	30%	50%	70%	60%
Municipality 4	60%	40%	50%	70%	70%	70%

CLIN 1 - Indicator 1.1: The number of municipalities with functioning performance budgeting systems

Indicator 1.1: # of municipalities with functioning performance budgeting systems					
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)
Option Year 1	10	0	0	1	

Developing performance based budgeting within the municipal budget process will enable the local government to measure progress towards delivering the public services that are most important to the citizens. Measuring municipal service delivery performance is dependent on a consistent and accurate budgetary process. The two topic areas within the budgetary process that RAMP UP East is focused on during this Option Year are revenue forecasting and budget preparation. The public finance team developed surveys for both of

these topic areas, each containing ten best practices that the municipal accounting and revenue departments must implement to ensure they will be prepared to embark on performance based budgeting in the future.

Third Quarter Activities

Revenue Planning and Forecasting

In September 2011 a revenue forecasting survey was conducted with questions related to forecasting calculations and methods. Subsequently, in November 2011, the public finance advisors conducted revenue forecasting training covering these same topics. In January 2012, RAMP UP East began to develop the SOP and training program for Revenue Improvement Action Plans (RIAP) and in February 2012 RIAP training was conducted in each of the municipalities and Economic Development Advisory Committees (EDAC) were formed.

In developing the RIAP, municipal revenue managers analyzed municipal revenue sources and developed revenue forecasts using a prescribed format. The previous revenue forecasting survey conducted last quarter was developed prior to the development and implementation of the Revenue Improvement Action Plan (RIAP) SOP and the formation of the EDACs. As one of the objectives of the RIAP is to provide a process for forecasting revenue in preparation of the fiscal budget and for development projects, the activities of the RIAP are critical steps in building the budgetary practices leading to performance based budgeting.

To better align the survey to specific activities that are being implemented in the municipal revenue departments, some of the survey questions were modified to reflect the activities associated with the RIAP. The table below presents the survey questions and the modifications from the previous survey, along with the results of the survey conducted in the last week of March in the municipalities.

During the third quarter, seven municipalities were able to complete 70% or more of revenue planning and forecasting activities that are critical to effective budgeting practices. (See table on next page). Five municipalities completed 60% of the activities and will reach at least 70% by next quarter as soon as the mayor approves the RIAPs. Ghazni municipality was only able to achieve a 10% level of activity as the revenue manager refused to participate in the RIAP process and has historically been unwilling to allow RAMP UP East advisors any access to the municipal revenue data.

Performance Based Budgeting Revenue Planning and Forecasting Standard Operating Procedures		Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shar	Metherlam	Panjshir	Puli Alam	Sharana
1	Revenue Policy Management: organized file of guiding policy, and any rate/fee tables. <i>(no change from previous survey)</i>	√	√	√	√	√	√	√	√	√	√	√	√	√
2	Revenue Profile: a listing of all municipal revenue sources, 3 year history of actual earnings and forecast variances. <i>(This includes former questions 2,4,5,6,8)</i>	√	√	√	√		√	√	√	√	√	√	√	√
3	Revenue Forecast Table: 5 year revenue forecast for all revenue types that includes forecast assumptions <i>(This includes former questions 3,7,9)</i>	√	√	√	√		√	√	√	√	√	√	√	√
4	Capacity Assessment: assessment of the capability of the municipality to achieve revenue improvements. <i>(New item, which is part of RIAP)</i>	√	√	√	√		√	√	√	√	√	√	√	√
5	Budget Revenue Forecast: Revenue forecast table is used as the basis for 1391 budget forecast <i>(New item linking RIAP with budget process)</i>	√	√	√	√		√	√	√	√	√	√	√	√
6	Revenue Improvement Action Plan (RIAP): future action plan for all major sources of revenue <i>(Includes former question 10)</i>	√	√	√	√		√	√	√	√	√	√	√	√
7	RIAP Approval: RIAP is reviewed by Economic Development Advisory Committee (EDAC) and approved, and also approved by the Mayor <i>(New item, part of RIAP process)</i>	√		√			√	√		√			√	√
8	Stakeholder Distribution: RIAP is distributed or information from RIAP is shared with stakeholders beyond the EDAC <i>New item –measures indicator C3</i>													
9	Revenue Monitoring Plan: monitoring the implementation of the RIAP. <i>New item part of RIAP</i>													√
10	Budget Expenditure Allocation: Budget includes expense allocations for the RIAP <i>New item part of RIAP</i>													
Revenue Forecasting Total Score		70 %	60 %	70 %	60 %	10 %	70 %	70 %	60 %	70 %	60 %	60 %	70 %	80 %

Budget Preparation

In December 2011, the RAMP UP East public finance advisors conducted the base line survey related to budget preparation activities. The budget survey questions were preliminary and they were developed prior to the creation of the Budget Process SOP and training material. To align the budget survey with the standard procedures noted in the SOP, some survey questions were modified. An additional indicator (C3) is intended to measure the progress municipalities are making towards presenting public finance data to the citizens

and civil society representatives. This indicator previously did not have a method of measurement, so additional questions were added to the budget survey to measure this indicator.

The table below shows the modifications to the budget survey to align with the implementation activities and to allow for measurement of the C3 indicator. It also show the results of the survey conducted the last week of March in each municipality.

Performance Based Budgeting Budget Process Standard Operating Procedures		Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shar	Metherlam	Panjshir	Pul i Alam	Sharana
1	Budget Committee: formed in the municipality prior to developing 1391 budget (previous survey budget owner (Q4) changed to budget committee)	√		√	√	√	√		√	√	√	√	√	√
2	Budget Calendar: internal calendar for budget preparation, including tasks and dates (previous survey Q5)			√	√				√	√	√		√	
3	MOF Standard Forms: quarterly reports and budget uses standard forms (previous survey Q2)	√	√	√	√	√	√	√	√	√	√	√	√	√
4	Budget Deadline: submit 1391 budget for approval to Governor by Apr 5 th . (previous survey Q6 – related to 1390 budget)	√		√		√			√	√	√		√	√
5	Expenditure Forecasting: prepare O&M forecast for at least 1 service program (previous survey Q8 – related to 1390 budget)			√		√		√		√	√		√	
6	Development Project Forecast: development project cash flow for 10 years (previous survey Q7)					√								
7	Budget Hearing: present budget proposal in print/presentation prior to budget submission New to measure C3 indicator					√	√				√		√	
8	Final Budget Presentation: budget printed and/or presented to citizens after approval New question to measure indicator C3													
9	Budget/Actual Variance: variance analysis performed each quarter is within 15% variance (New question to comply with Afghan Law)			√									√	
10	Program Budgeting: develop program budget for 1 service delivery program New to link to program budgeting													
Budget Process Total Score		30 %	10 %	60 %	30 %	60 %	30 %	20 %	40 %	50 %	60 %	20 %	70 %	30 %

As the 1390 solar year ended on March 20th, the 1391 budget preparations began in late March with a deadline for submission to GDMA of April 5th. Many of the budget process survey questions relate specifically to the budget preparation process and sharing of the budget priorities with the citizens and civil society. The results of this survey shows that one municipality, Pul-i-Alam, was able to complete 70% of the activities related to effective budget preparation while three municipalities (Charikar, Ghazni, Metherlam) completed 60% of the related activities and should reach 70% by next quarter, once the budget has been approved and presented in the citizen forum. Maidan Shar – with 50% of activities completed – should also reach 70% by the end of next quarter, following approval and presentation of the budget in the public forum.

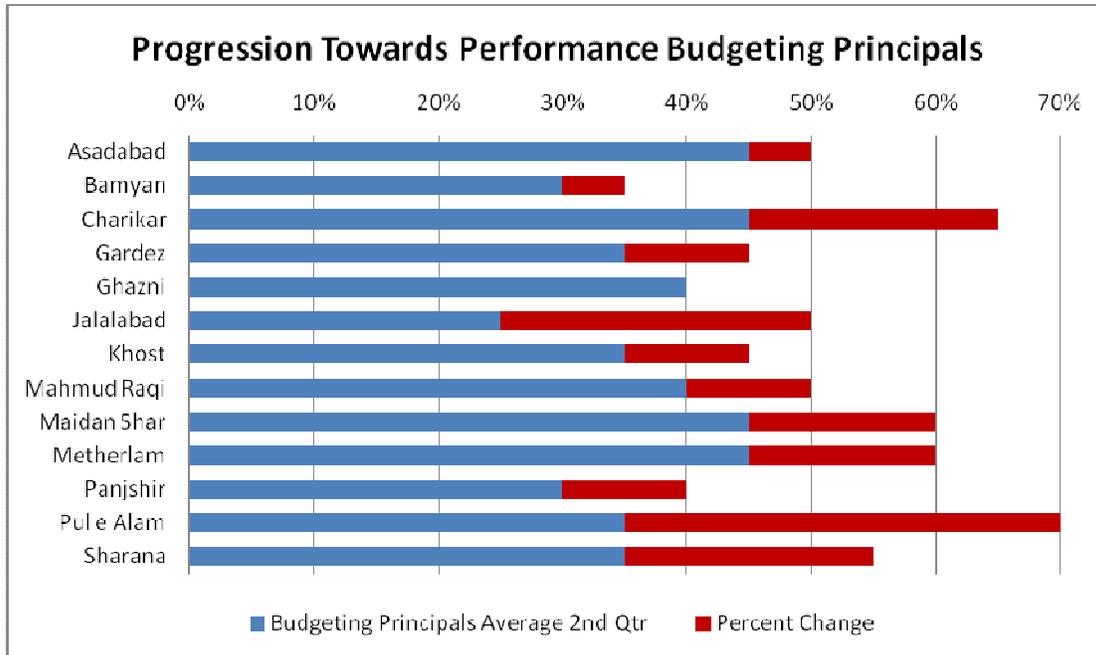
Overall Budgeting Results

As mentioned previously, municipalities that implement at least 70% of the revenue forecasting and budgeting best practices are determined to meet the criteria to be considered municipalities prepared to implement performance based budgeting in the future. The score for each municipality is determined as the average percentage calculated from the results for both surveys. The table below shows the results of averaging both surveys.

Percentage of Best Practices Implemented to Prepare for Performance Based Budgeting	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shar	Metherlam	Panjshir	Pul i Alam	Sharana
Revenue Forecasting	70%	60%	70%	60%	10%	70%	70%	60%	70%	60%	60%	70%	80%
Budget Preparation	30%	10%	60%	30%	60%	30%	20%	40%	50%	60%	20%	70%	30%
Average Score	50%	35%	65%	45%	35%	50%	45%	50%	60%	60%	40%	70%	55%

When the survey scores are averaged, one municipality, Pul-i-Alam, achieved 70% of best practices in both revenue planning and forecasting and budget preparation. Three municipalities (Charikar, Maidan Shar, and Mehterlam) achieved at least 60% of best practices and should reach at least 70% by the end of the Option Year.

Despite only having one municipality achieve the 70% level of best practices this quarter, the municipalities made significant progress towards the 70% goal. The chart below shows all municipalities, except Ghazni and Bamyan, had over a 10% improvement with many showing close to 20% improvement.



4rd Quarter Goals and Activities

During the fourth quarter, the RAMP UP East public finance advisors along with the economic development advisors will assist the municipalities in preparing development project forecasts, presenting the 1391 budget in the citizens forum and municipal newsletters, and continuing to develop revenue improvement action plans. The implementation of these activities during the fourth quarter should enable the municipalities to adopt additional best practices that prepare them for performance based budgeting activities in the future.

1.2 Number of municipalities with functioning accounting systems

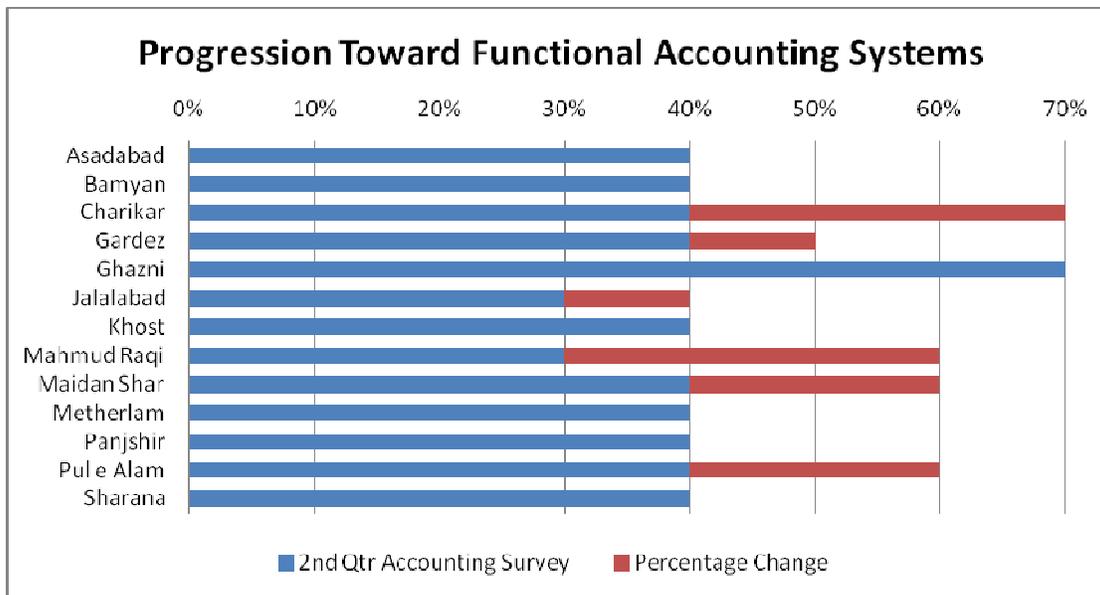
Indicator 1.2: # of municipalities with functioning accounting systems					
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)
Option Year 1	10	0	1	1	

Functioning accounting systems are determined by the percentage of best practices that municipalities were historically using or have chosen to adopt that produce more accurate, efficient and transparent financial record keeping. As described previously, surveys are conducted quarterly by the RAMP UP East team in each municipality to assess the level of best practices that have been implemented by the accounting and revenue departments. The baseline survey was conducted in August 2011 and a follow-up survey was carried out in December 2011 and again in March 2012. As noted in the table below, six municipalities – Charikar, Jalalabad, Mahmud-i-Raqi, Maidan Shar, Panjshir and Pul-i-Alam – adopted improved financial accounting practices, with Charikar achieving the 70% of best practice implementation to qualify as having a functional accounting practice. Three municipalities – Mahmud Raqi, Maidan Shar, and Pul-i-Alam – have reached 60% of best practices and should reach 70% by the end of 4th quarter.

Functional Accounting System General Accounting Standard Operating Procedures		Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shar	Metherlam	Panjshir	Pul i Alam	Sharana
1	Post Revenue Receipt to Ledger account when cash deposit is received at bank	√	√	√	√	√	√	√	√	√	√	√	√	√
2	Post Expenditure Payment to Ledger account when cash is withdrawn from bank	√	√	√	√	√	√	√	√	√	√	√	√	√
3	Reconcile Bank Statement to Revenue Ledger accounts at least quarterly	√	√	√	√	√	√	√	√	√	√	√	√	√
4	Reconcile Bank Statement to Expenditure ledger accounts are least quarterly	√	√	√	√	√	√	√	√	√	√	√	√	√
5	Post Revenue Receipts to Revenue and Cash Ledger when cash deposit is received			√		√								
6	Post Expenditure Payments to both Expense and Cash Ledger when cash is withdrawn			√		√			√	√			√	
7	Reconcile Bank Statement to Cash Ledger Account at least quarterly			√	√	√			√	√			√	
8	Post all Cash Receipts and Cash Disbursements to a General Journal													
9	Post transactions from General Journal to sub-ledgers and/or ledger accounts													
10	Reconcile Bank Statement to Cash Ledger Account monthly													
General Accounting Total Score		40 %	40 %	70 %	50 %	70 %	40 %	40 %	60 %	60 %	40 %	40 %	60 %	40 %

√ - results of quarterly survey conducted Dec 2011

√ - results of quarterly survey conducted Mar 2012



Third Quarter Activities

During the second quarter, municipalities focused on recording all 1390 expenditures in an Excel based M20 sub-ledger. The M20 is a single entry manual ledger system in which the municipal accounting department records only the expense side of financial transactions. It does not include a cash sub-ledger account which means there is no means of determining the total cash which has been expended during any period of time, nor is there a means to reconcile the bank account transactions.

To move toward a double entry posting system, some of the accounting managers implemented an Excel based *Hawala*, or cash book, and recorded the cash disbursements for all expenditures. The Excel based *Hawala* book was then used to reconcile the 1390 cash disbursements to the municipal checking account. The bank reconciliation produced from this process was included in the 1391 budget submitted to GDMA

4th Quarter Goals and Activities

During the third quarter, public finance advisors from Charikar and Maidan Shar, along with procurement officers from Maidan Shar and Pul-i-Alam, worked together to develop the Afghan Procurement Law SOP. In April, this working group is planning on finalizing the SOP and training on the procurement procedures is scheduled for May. A survey for procurement will also be developed and conducted in May and the results will be reported in the 4th Quarterly Report.

IR 1.3 Number of Participatory citizen engagement mechanisms implemented

<i>Indicator IR 1.3: # of participatory citizen engagement mechanisms implemented by municipal officials</i>					
Year	Target	Q1: (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	At least 5 in each municipality (5x14 = 70)	28	10	8	

In Option Year 1, RAMP UP East has an annual target of 70 counts of participatory mechanisms related to community engagement. The project has identified five mechanisms that will be undertaken in all 14 municipalities, which are citizen forums, municipal newsletters, outreach activities for opening and closing of municipal projects, outreach training for municipal staff, and media outreach such as interviews and radio programs. Each city is set to conduct all five mechanisms in Option Year 1 of the project, thus bringing the total to 70. The accomplishments of each municipality are reckoned by counting the mechanisms implemented regardless of how many times a particular mechanism is used. For example, if a municipality undertakes 12 citizen forums during the year, this is counted as one accomplishment.

From January to March 2012, the municipalities employed the five community engagement mechanisms for a total of 8 counts. This brings to 46 the instances of mechanisms undertaken from the start of the program year in July 2011 to the end of March 2012.

Citizen Engagement Mechanisms implemented as of March 31, 2012																	
No	Municipality	Citizen Forum			Opening/Closing Ceremony			Public Outreach Training			Newsletter			Media Outreach			TOTAL
		Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	
1	Asadabad	1	0	0	1	0	0	0	0	0	1	0	0	0	0	0	3
2	Bamyan	1	0	0	1	0	0	0	0	0	1	0	0	0	1	0	4
3	Panjshir	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	2
4	Charikar	1	0	0	1	0	0	0	0	0	0	0	0	1	0	0	3
5	Ghazni	1	0	0	0	1	0	0	0	0	1	0	0	1	0	0	4
6	Gardez	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	3
7	Jalalabad	1	0	0	0	1	0	0	0	0	0	1	0	0	0	1	4
8	Khost	1	0	0	0	0	1	0	0	0	1	0	0	1	0	0	4
9	Maidan Shar	1	0	0	0	1	0	0	0	0	1	0	0	1	0	0	4
10	Mahmud Raqi	1	0	0	1	0	0	0	0	0	0	0	1	0	1	0	4
11	Mehterlam	1	0	0	0	0	0	1	0	0	0	0	0	1	0	0	3
12	Parun	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13	Pul-i-Alam	0	1	0	0	1	0	0	0	0	1	0	0	0	0	1	4
14	Sharana	1	0	0	0	1	0	0	0	0	0	0	1	0	0	1	4
TOTAL		12	1	0	4	6	2	1	0	0	6	1	2	5	2	4	46

The table on the next page summarizes the frequency of community engagement activities conducted by the municipalities during the reporting period. In total 23 citizen forums were convened, 12 opening or closing ceremonies were organized, 15 issues of community newsletters were printed and 25 radio programs or media interviews were aired.

There is a rise in the engagement of municipal officials with the media as indicated by the higher number of interviews with media conducted this quarter compared to the last period.



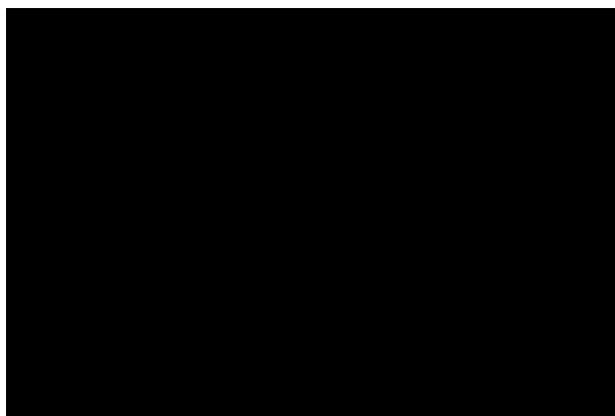
The First issue of Mehterlam Municipality newsletter was published in March 2012 with the technical assistance of RAMP UP East.

Frequency of Community Engagement Activities conducted per Municipality (January - March 2012)						
Municipality	Citizen Forum	Opening/ Closing Ceremony	Public Outreach Training	News-letter	Interview with media	TOTAL
Asadabad	2	1	0	1	0	4
Bamyan	2	0	0	2	2	6
Panjshir	0	1	0	0	0	1
Charikar	1	0	0	0	1	2
Ghazni	2	1	0	1	2	6
Gardez	0	1	0	0	1	2
Jalalabad	2	0	0	1	3	6
Khost	3	2	0	2	2	9
Maidan Shar	2	0	0	1	2	5
Mahmud-i-Raqi	3	2	0	2	2	9
Mehterlam	2	0	0	0	1	3
Pul-i-Alam	1	2	0	3	2	8
Sharana	3	2	0	2	7	14
TOTAL	23	12	0	15	25	75

Across the 13 municipalities, the citizen forums attracted a total of 815 participants (664 males and 151 females) composed of community elders, representatives from the business sector, schools, women and youth, and the general public. There was a rise in women's participation in citizen forums during this reporting period. This could be attributed to the effort of municipalities to encourage women to attend the community gatherings, and to the implementation of the RAMP UP East-funded gender and youth related grants in almost all municipalities.



Residents of Bamyan give their advise to the municipality during a monthly citizen form held on January 25 in the municipal meeting hall.



The Mayor of Asadabad was joined by the Governor of Kunar, the Director General of GDMA, and local dignitaries for the hand-over ceremony of the USAID-funded 2Km Gravel Road, Culvert Installation & Retaining Wall Construction Project.

Participants in Community Forums (October - December, 2011)				
No	Municipality	Total participants	Male	Female
1	Asadabad	32	32	0
2	Bamyan	70	59	11
3	Panjshir	0	0	0
4	Charikar	58	43	15
5	Ghazni	67	65	2
6	Gardez	0	0	0
7	Jalalabad	92	92	0
8	Khost	109	79	30
9	Maidan Shar	75	69	6
10	Mahmud-i-Raqi	115	37	78
11	Mehterlam	82	74	8
12	Pul-i-Alam	25	25	0
13	Sharana	90	89	1
Total		815	664	151

IR 2 Delivery of Municipal Services to Citizens in targeted Municipalities improved

RAMP UP East assists municipal governments in delivering services to citizens in order to improve confidence and faith of the people that their officials are working in the public interest. This component has four indicators, namely: IR 2.1 number of sub-national government entities receiving RAMP UP East assistance to improve their performance; IR 2.2 number of municipal service delivery projects implemented; IR 2.3 percentage of activities involving government officials in project planning, implementation, and/or evaluation; and IR 2.4 percentage of citizens who believe that their access to municipally-provided services has increased.

IR 2.1 Number of sub-national government entities receiving RAMP UP East assistance to improve their performance

Indicator IR 2.1: # of sub-national government entities receiving RAMP UP East assistance to improve their performance					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	14	14	14	14	

RAMP UP East has a life-of-project target of assisting 14 municipal governments in improving delivery of service to their constituents. All municipalities have been receiving assistance from the project, including Nuristan, where in Base Year RAMP UP East has had restricted access due to the security situation. During this quarter, the project has continued engaging counterparts in this province through the implementation of gender and youth focused activities.

IR 2.2 Number of Municipal Service Delivery Projects implemented

<i>Indicator IR 2.2: # of municipal service delivery projects implemented</i>					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	8	7	6	6	

Activities under this indicator include the implementation of solid waste management (SWM) projects supported by RAMP UP East. For the citizens, solid waste management provides cash-for-work opportunities, aside from the primary function of cleaning public areas in the municipality and developing a system to collect and dispose garbage from households and commercial areas in a proper manner. For the municipality, the solid waste projects serve to improve the visibility of the local government and provide on-the-job learning opportunities for municipal officials.

Activities

RAMP UP East introduced the Service Delivery Improvement Plan (SDIP) concept to municipalities this quarter. SDIP is an approach involving collaboration between the municipality and citizens (selected neighborhood leaders and sectoral representatives) on improving the delivery of a municipal service, such as solid waste management (SWM). The SDIPs will focus the municipality's attention on strengthening data management, service organization, and customer relations through an approach which analyses and improves procedures, personnel, policies, and organization. Each SDIP will be prepared by a local group of stakeholders, implemented by the municipal government, and subsequently appraised by the stakeholders involved in the SDIP design process. The SDIP will include a list of activities to be completed, a time frame, a budget, the actors' responsible for its completion, and performance indicators. This will feed into RAMP UP East's ongoing technical assistance aimed at establishing program budgeting. This quarter, the SDIP concept was presented to municipal officials in 13 municipalities who agreed to its implementation.

RAMP UP East is funding the implementation of solid waste management activities in six municipalities: Maidan Shar, Bamyan, Charikar, Panjshir, Pul-i-Alam and Sharana. Gardez initially also received assistance for its SWM program but the municipality has opted to fund this activity on its own and divert the available funds to other municipal priority projects. The rest of the municipalities are implementing their own solid waste management program with technical assistance from the embedded RAMP UP team.

The table below shows the level of activity in solid waste management in each municipality.

S/N	Municipality	Funding Source	Total Crew	Total Man-days	No. of Trucks	Total Volume trash collected (Cubic meter)
1	Maidan Shar	RAMP UP East	18	1,131	2	279
2	Bamyan	RAMP UP East	18	1,056	2	231
3	Charikar*	RAMP UP East	27	1,782	5	5,562
4	Panjshir	RAMP UP East	11	231	2	111
5	Gardez	Municipality	18	1,563	4	1,017
6	Pul-i-Alam	RAMP UP East	11	176	2	151
7	Sharana	RAMP UP East	8	564	2	321
8	Khost	Municipality / Others	10	660	4	1,800
9	Ghazni	Municipality / Others	30	1,170	6	1,410
10	Mahmud-i-Raqi	Municipality / Others	10	729	2	660
11	Jalalabad	Municipality / Others	62	4,296	22	10,704
12	Asadabad	Municipality / Others	12	864	2	474
13	Mehterlam	Municipality / Others	23	1,242	3	1,992
	Total		258	15,464	58	24,712

* Charikar: 2 dump trucks are provided by RAMP UP East and 3 by other donors. Gardez: 4 dump trucks provided by other donors.

During this reporting period the following solid waste management projects were approved for implementation by USAID and implementation will start in April 2012:

- Asadabad Solid Waste Collection Vehicle and Equipment Supply (ASD-0011)
- Asadabad Solid Waste Collection & Trash Bin Supply Project (ASD-0009)
- Bamyan Solid Waste Collection and Landfill Equipment Supply Project (BAM-0009)
- Panjshir Trash Receptacles & Equipment Supply Project (PJS-0005)
- Khost Solid Waste Collection and Bin Supply Project (KHO-0008)
- Maidan Shar Solid Waste Collection Vehicle Supply Project (MSH-011)

During the winter months, the public works advisors in the municipalities took advantage of the downtime in outdoor work by helping their municipal counterparts in preparing operations and maintenance plans and checklists for public utilities and buildings. Panjshir, Khost, Gardez, Asadabad, Mehterlam, Bamyan, Jalalabad, and Charikar prepared their respective sanitation and greenery plans including an operations and maintenance checklist for parks and public facilities. Khost will be replacing 72 streetlights and will seek funding for this from the local PRT.

During the reporting period, The RAMP UP East team supported the municipalities in carrying out a budget estimation exercise for the next fiscal year, which began in March. The budget estimations will feed into the municipal financial management activities including performance budgeting.

IR 2.3 Percentage of RAMP UP East activities involving government officials

The involvement of government officials is a critical factor of RAMP UP East's work. The project collaborates with the municipalities on service delivery and infrastructure projects in

an effort to bring about good governance and engender confidence among the citizens in their local officials' ability to provide services and respond to their needs. The local chief executives and officials of the 13 municipalities have taken ownership of the activities under RAMP UP East, with most of them leading in the implementation, supervision and advocating with citizens.

<i>Indicator IR 2.3: % of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation</i>					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	100%	100%	100%	100%	

Activities

In all municipalities under RAMP UP East, mayors take the leadership in managing the implementation of projects. Municipal staff, particularly the engineering and public works managers, have hands-on involvement in project implementation, starting with planning, management and day-to-day project management. The staff is motivated to be more involved in project implementation because they learn from working with the embedded advisors.

The table below shows the list of completed infrastructure projects during the quarter that involved the municipal mayor and officers in the preparation and implementation.

Activities involving government officials by municipality by province			
Municipality (Province)	Total number of activities completed	Total number of completed activities with government involvement	Percentage with government involvement
Charikar (Parwan)	1	1	100%
Kunar (Asadabad)	1	1	100%
Laghman (Mehterlam)	1	1	100%
Logar (Pul-i-Alam)	1	1	100%
Khost (Khost)	1	1	100%
TOTAL	5	5	100%

All 5 projects completed during the reporting period were part of Municipal Improvement Plans (MIP) and frequently visited by government officials:

- In Charikar, the expansion of the waste disposal site project was prioritized by the municipality and monitored by the 4th Nahia manager on 22 February 2012;
- In Asadabad, the gravel road, culvert installation & retaining wall construction project was monitored 5 times by the municipal engineer and once by the mayor: the mayor and governor both participated in the hand-over ceremony;
- In Mehterlam, the sidewalk and ditch construction project was visited 5 times by the municipal engineering department;
- In Pul-i-Alam, the automobile parking lot project was monitored by the mayor and the municipal engineering department;
- In Khost, the drainage ditch improvement project was monitored by the municipal engineering department.

IR 2.4 Percentage of citizens who believe that their access to municipally-provided services has increased

Indicator 2.4 is measured annually and is included in the public opinion survey that tracks the accomplishment of Project Objective (PO) indicators.

<i>Indicator IR 2.4: Percentage of citizens who believe that their access to municipally-provided services has increased</i>			
Year	Baseline (Sept. 2011)	Target	(Actual Sept 2012)
Option Year 1	58%	66% (20% of 42% = +8% increase)	
Percentage of municipal services NOT rated as poor or unavailable (trash, drainage/ditches, roads and parks).			

As stated earlier in this report, the 2011 survey showed 58 percent of the respondents across 13 municipalities believe that their access to services provided by the municipality has increased, as compared to 47 percent in 2010, an 11 percent increase over the baseline. In the next annual survey, RAMP UP East targets to reduce the number of respondents who did not believe that access to municipal services has improved by 20%, or a net gain of 8% to 66 percent.

IR 3 Increased Municipal Capacity to enable, support, and sustain Economic Growth

Activities implemented under this component support the growth of local economic development and strengthen revenue generation, and thereby the municipality’s ability to finance its service offerings and operating costs. This component will be measured by the following indicators: IR 3.1 number of public private partnerships established; IR 3.2 number of person-days of employment generated; IR 3.3 number of sub-national institutions receiving RAMP UP East assistance to increase their annual own-source revenues; and IR 3.4 percentage increase in revenue generated.

IR 3.1 Number of public-private partnerships established

<i>Indicator IR 3.1: # of public private partnerships established</i>					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	10 in 5 different municipalities	0	0	0	

In the context of RAMP UP East, public private partnerships (PPP) are defined as a government service or private business venture which provides a public municipal service and is funded and operated through a partnership between the municipality and one or more private sector companies or individuals. This partnership is characterized by the presence of a contract between the municipality and a private party in which the private party provides a public service or project and assumes substantial financial, technical and operational risk.

During the last quarter, the RAMP UP East economic development team targeted 10 projects as having potential for further development as public private participation projects. Only two of these were completed by the end of the quarter. Both of these projects are public car parks located in the municipality of Pul-i-Alam. The municipal government has announced plans to lease the first one to a private sector operator before the end of April, after the formal handover to the municipality by RAMP UP East. The second car park, which has just been completed, will also be leased to a private operator after formal handover by the end of April.



A new public car park constructed with RAMP UP East support in Pul-i-Alam is a source of revenue for the municipality.

There are eight other potential PPP projects, including one market, but none of these are completed yet. These projects include:

- four public toilets;
- one car park;
- renovation of a sports stadium;
- a fruit market; and
- a women's park.

In Afghanistan, four types of PPPs commonly exist. These are 1) service contract, where the municipality hires a private entity to perform services, such as solid waste disposal; 2) management contract, where the municipality gives infrastructure or equipment to the private sector to manage and improve efficiency, including capacity building of the municipal operators, such as management of hotels or guest houses; 3) lease agreements, where a municipality gives an asset to the private sector to operate, run or use for a fixed period in exchange for rent or fees; and 4) build-operate-transfer (BOT) or build-operate-own (BOO) agreements, where the private sector funds, builds and operates an asset for an agreed period of time and then transfers the asset to the municipality (BOT) or retains full ownership (BOO). The private sector operates and takes associated risk for recovering its investments from the infrastructure projects. An example is the construction of a market by a private entity on municipal land.

The RAMP UP East economic development team is currently reviewing recent municipal projects, and the sale or lease/rent of municipal assets, that actually fall within the category of PPP but have not been formalized by transparently tendered PPP commercial contracts. Once identified, the RAMP UP East team will offer assistance to the municipalities to draft formal, publicly posted agreements between the municipal government and the private sector parties involved, in accordance with existing legislations.

The formalization of existing PPP-like arrangements based on standards and procedures agreed with GDMA, and the creation of new PPPs, will be reported in future quarterly reports. RAMP UP East has targeted the establishment of at least six new PPPs spread over five municipalities by October/November 2012.

IR 3.2 Number of person-days of employment generated

By increasing economic opportunities and the availability of employment, RAMP UP East seeks to develop a more stable and secure environment within the municipal areas. Increased opportunity for employment is measured by the number of paid labor days worked on infrastructure and service delivery projects. This quarter RAMP UP East implemented a total of 23 projects of which 5 were completed and 18 are continuing. These projects generated a total of 22,112 labor days, bringing the total to 90,332. (See Annex 3 for a full listing of infrastructure projects).

<i>Indicator IR 3.2: # of person-days of labor</i>					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	86,000 man days of Labor	26,287	41,933	22,112	

Asadabad and Mehterlam, with two ongoing and three completed infrastructure projects this quarter, employed the most number of local laborers, generating over 11,000 labor-days. These projects include retaining wall construction, gravel road and culvert installation & solid waste enclosure (trash bin) construction in Asadabad and drainage ditch & sidewalk construction projects in Mehterlam.

Due to high snow fall during the winter season most of the RAMP UP East infrastructure projects were suspended and this reduced the number of labor days generated.

Number of Labor Days per Municipality (January – March 2012)		
1	Asadabad (Kunar)	5,387
2	Bamyan (Bamyan)	1,313
3	Charikar (Parwan)	1,570
4	Gardez (Paktya)	0
5	Ghazni (Ghazni)	0
6	Jalalabad (Nangarhar)	3,237
7	Khost (Khost)	1,553
8	Mahmud-i-Raqi (Kapisa)	68
9	Maidan Shar (Wardak)	1,295
10	Mehterlam (Laghman)	5,714
11	Panjshir (Bazarak)	330
12	Parun (Nuristan)	0
13	Pul-i-Alam (Logar)	958
14	Sharana (Paktika)	684
	Total	22,112

IR 3.3 Number of sub-national institutions receiving RAMP UP East assistance to increase their annual own-source revenue

Revenue enhancement activities focus on collaborating with municipalities to increase their collection of tax revenue and fee income. While the project has been actively working in 13 municipal areas, RAMP UP East has very limited access to the municipality of Parun in Nuristan and cannot fully engage this municipality in revenue enhancing activities.

Indicator IR 3.3: # of sub-national institutions receiving RAMP UP East assistance to increase their annual own-source revenue					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	14	13	13	13	

Business registration

Based upon the successful piloting of the business registration system in Charikar and Mahmud-i-Raqi in the Base Year of the project, RAMP UP East and GDMA agreed to roll out the program in the remaining municipalities. As reported in the previous quarter, business registration has been completed in Bamyan, Maidan Shar, Panjshir and Sharana.

By the end of March 2012, the remaining seven municipalities (Asadabad, Gardez, Ghazni, Jalalabad, Khost, Mehterlam and Pul-i-Alam) also completed the business registration bringing the total to more than 40,000 businesses formally registered since the business licensing program commenced.

Registration of Businesses Per Municipality (January – March 2012)			
No	Municipality (Province)	Number Registered	Status
1	Asadabad (Kunar)	438	Completed
2	Gardez (Paktya)	920	Completed
3	Ghazni (Ghazni)	2,046	Completed
4	Jalalabad (Nangarhar)	2,410	Completed
5	Khost (Khost)	2,221	Completed
6	Mehterlam (Laghman)	1,016	Completed
7	Pul-i-Alam (Logar)	225	Completed
	TOTAL	9,276	

During this reporting period IT equipment was provided to all RAMP UP East municipalities (excluding Parun in Nuristan) and installed in the municipal revenue department to implement and manage the business licensing system. The IT equipment consists of a fully operational package of desktop computers, printers, a digital camera (to take pictures of the applicants), a barcode reader, and UPS and anti-virus software.

Property registration

In addition to business licensing fees, another sustainable recurring source of revenue for the municipalities is the property or *safayi* tax. Municipalities are therefore interested to start property registration, which forms the basis for assessing the safayi tax. During the reporting

period the Municipality of Jalalabad started property registration in the 3rd municipal district (*nahia*) with technical assistance from RAMP Up East. To support the property surveying, RAMP UP East recruited 15 surveyors including 5 females to form 5 survey teams. Each survey team is led by a municipal official. The *Wakil Gozar* is also involved in the process of registering properties by facilitating the access of surveyors to houses for measurement and to carry out a public campaign to support the property registration drive. The geographic coordinates of each surveyed property are recorded in a digital database, which is the main responsibility of the GIS Technician recruited by RAMP UP East.

As of the end of March, 736 properties have been surveyed and 350 forms have been entered into the property registration database.

During the last week of March, RAMP UP East recruited 12 surveyors including 2 females to start the property registration support in the Municipality of Ghazni. RAMP UP East will also expand the property registration survey to the municipalities of Khost and Charikar between April and June 2012.



Surveyors register and measure properties in District 3 of Jalalabad City

Revenue Improvement Action Plans

In line with best practices in other countries, RAMP UP East's strategy includes support for mechanisms for citizen participation, engagement and dialogue with municipal authorities on important policy and management issues. This will support the GIRoA's Sub-national Governance Policy, which states that "municipalities shall establish the organizational structures within the municipality and the community for public participation and partnership with the private sector". RAMP UP East assisted the municipalities in establishing an Economic Development Advisory Committee (EDAC) during the second quarter of the Option Year.

During the third quarter the municipal officials with support from RAMP UP East and technical input from the EDAC, drafted a 5-year Revenue Improvement Action Plan (RIAP). By the end of March the RIAPs of 4 of the municipalities (Maidan Shar, Sharana, Khost and Pul-i-Alam) had been approved by the mayor for further action and implementation. The EDAC is tasked with monitoring the implementation of the RIAP.

IR 3.4 Percentage increase in revenue generated

This indicator uses the September 2011 annual survey results as the baseline for revenue generation. Improvements will be captured in the planned follow up survey in September 2012. The figures in the table below are based on the Afghan Fiscal Year end of March 20, 2011 and 2012.

<i>Indicator IR 3.4 % increase in revenue generated</i>				
Year	Municipality	Baseline Sep 2011	Target	Actual Sep 2012
Option Year 1	Asadabad (Kunar)	24,047,000 AFs	20% increase in 7 municipalities	40,984,463 AFs
	Bamyan (Bamyan)	31,793,000 AFs		24,158,189 AFs
	Charikar (Parwan)	61,056,000 AFs		32,254,690 AFs
	Gardez (Paktya)	33,832,000 AFs		44,268,965 AFs
	Ghazni (Ghazni)	37,279,000 AFs		62,204,680 AFs
	Jalalabad (Nangarhar)	217,339,000 AFs		220,822,875 AFs
	Khost (Khost)	114,412,000 AFs		80,151,192 AFs
	Mahmud-i-Raqi (Kapisa)	7,129,000 AFs		15,522,170 AFs
	Maidan Shar (Wardak)	21,788,000 AFs		36,150,734 AFs
	Mehterlam (Laghman)	40,154,000 AFs		104,049,424 AFs
	Panjshir (Panjshir)	17,249,000 AFs		33,342,770 AFs
	Pul i Alam (Logar)	40,712,000 AFs		32,419,251 AFs
	Sharana (Paktika)	9,294,000 AFs		46,363,738 AFs

Reporting Indicators

RAMP UP East is tracking 7 cross-cutting Reporting Indicators.

- R.1: Number of individuals who received RAMP UP East-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization.
- R.2: Number of government officials receiving RAMP UP East-supported anti-corruption training.
- R.3: Number of mechanisms for external oversight of public resource use supported.
- R.4: Number of key-infrastructure rehabilitated or improved.
- R.5: Number of interventions resulting in increased participation of women in government and civil society.
- R.6: Number of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries.
- R.7: Number of youth support interventions resulting in increased participation of youth in municipal affairs and community development.

R.1 Number of individuals who received RAMP UP East-assisted training

RAMP UP East has targeted a total of 117 municipal officials to be trained in various competencies, skills and tools during the first Option Year.

<i>Indicator R.1: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization</i>					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	117	39	45	84	

Activities

This quarter, 84 municipal officials attended training courses that included Engineering (Environmental Procedures, Project Management, Estimating, and Surveying), Municipal Procurement SOP Formulation, Implementation of Business Licensing and Fee Collection System, Budgeting, and Gender Equity and Equality.

Persons trained by municipality and gender (January - March 2012)			
Municipality (Province)	Total	Male	Female
Asadabad	3	3	0
Charikar	9	9	0
Gardez	8	8	0
Ghazni	2	2	0
Jalalabad	1	1	0
Kabul	1	1	0
Mahmud-i-Raqi	4	4	0
Khost	5	5	0
Pul-i-Alam	15	15	0
Maidan Shar	15	13	2
Panshir	12	12	0
Sharana	9	9	0
TOTAL	84	82	2

R.2 Number of individuals who received RAMP UP East-supported anti-corruption training

For Option Year 1, RAMP UP East has set a target of training 76 municipal public officials on anti-corruption topics.

<i>Indicator R.2: # of government officials receiving RAMP UP East-supported anti-corruption training</i>					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	76	13	9	0	

During the reporting period, preparations have been made for anti-fraud training of more than 140 public officials in Jalalabad, Pul-i-Alam, Bamyan, Charikar, Mehterlam, Khost and Asadabad. The training will take place in the 4th quarter of Option Year 1 and included in the next quarterly report.

R.3 Number of mechanisms for external oversight or public resource use support

This indicator is a cross-cutting metric that seeks to reduce the opportunities for corruption by instituting external oversight of public resource usage. Public resources include the tax revenue that the municipality collects from its citizens, donor funds used for municipal infrastructure and service delivery, and fees or leases generated by municipal assets. These resources should be accounted for accurately and transparently to the municipal citizens. External oversight may come from broader governmental institutions, policies, and also from the municipal citizens themselves.

Indicator R.3: # of mechanisms for external oversight of public resource use supported					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	28	0	0	4	
Present at least 2 municipal finance reporting mechanisms per municipality.					

During the Base Year of the project, RAMP UP East focused on increasing the accuracy of financial accounting and effectiveness of municipal asset management. This was done through the activities performed by the embedded advisors in the financial, administrative and public works departments. A methodology for measuring this indicator was not established until February 2012 when the new PMP was approved. RAMP UP East then modified the Budgeting and Revenue Planning and Forecasting quarterly surveys, used to report on indicators 1.1 and 1.2, to capture the presentation of public finance within a public outreach mechanism.

Public outreach mechanisms include citizens' forums, municipal newsletters, bid award announcements, opening ceremonies, etc., in which municipal financial records, such as annual budgets, quarterly reports, project financials, and so forth, are presented to the public.

Performance Based Budgeting Budget Process Standard Operating Procedures		Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud	Maidan	Mehterlam	Panjshir	Pul e Alam	Sharana
7	Budget Hearing: present budget proposal in print/presentation prior to budget submission (New question to measure C3 indicator)					√	√				√		√	
8	Final Budget Presentation: budget printed and/or presented to citizens after approval (New question to measure C3 indicator)													

Based upon surveys performed by the public finance advisors in each of the municipalities, four municipalities presented the 1390 proposed budget using a public mechanism. Three municipalities – Ghazni, Jalalabad, and Mehterlam – presented the budget in the citizen's forum and Pul-i-Alam printed the proposed 1390 budget in the municipal newsletter.

R.4 The number of key-infrastructure rehabilitated or improved

RAMP UP East is set to rehabilitate or improve 68 key infrastructure projects during Option Year 1.

<i>Indicator R.4: # of key-infrastructure rehabilitated or improved</i>					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	68	2	8	5	

In this reporting period five infrastructure projects in five municipalities were completed. The following table summarizes the projects completed this quarter.

Completed Infrastructure Projects (January – March 2011)				
No	Municipality	Province	Activity	Specification
1	Charikar	Parwan	Landfill Expansion	7 km to the east of the city center, adjacent to the existing improvised solid waste disposal site.
2	Asadabad	Kunar	Gravel Road, Culvert Installation & Retaining Wall Construction	Construction of 2 km gravel road, installation of 18 culverts and 6 segments of retaining wall totaling 660m along the Peach River.
3	Mehterlam	Laghman	Drainage Ditch & Sidewalk Construction	Construction of 4,000m of roadside drainage ditches and sidewalks along the streets in the central commercial district (bazaar area).
4	Pul-i-Alam	Logar	Automobile Parking Facility	Construction of a 3,117 m ² parking facility in the city center, including a boundary wall, fence and guard house.
5	Khost	Khost	Drainage Ditch Rehabilitation	Rehabilitation of existing drainage ditches through the leveling and installation of metal grate covers; repair of masonry side walls and covering of ditches with culverts..

Charikar city was lacking a formal landfill for the disposal of solid waste collected from all areas of the city. An informal site had been designated by the municipality for disposal but it was overflowing, causing bad odor and creating a potential health hazard. The citizens and the municipality requested RAMP UP East support to expand the existing site so that it can accommodate the waste that was piled adjacent to the site in an untreated manner. RAMP UP East and the municipality decided that the most effective resolution would be to expand the existing site by approximately 7,500 square meters through the construction of 3 separate but adjacent cells, each being approximately 2,500 square meters in area and

requiring approximately 7,500m² of excavation. The total amount of excavated material is 22,500 cubic meters (50m x 150m x 3m).

The 2km Gravel Road, Retaining Wall and Culverts Project in Asadabad was completed during this quarter and the official handover ceremony took place on March 25. The Governor, Mayor, Head of the Provincial Shurah, and Director General of GDMA participated in the ceremony, along with representatives of USAID and RAMP UP East. Mr. Abdul Baqi Popal from GDMA thanked USAID and the municipality for all



The newly completed gravel road and retaining wall in the Municipality of Asadabad.

the hard work and effective coordination. He commented: “The mayor is doing a good job increasing the municipal revenue, which shows that the municipal authority is working honestly and transparently.” Engineer Abdul Ghani Abbasi, the Mayor of Asadabad, noted: “We are thankful to RAMP UP East for their cooperation and support of our plans that are useful for the municipality and its citizens.” [REDACTED] representative of the Kerala Village community, thanked the municipality and USAID and commented: “This culvert and retaining wall will protect our homes and land from being washed away by floods that come when the snow begins to melt.”

The Construction of a 4,000 liner meters footpath with roadside ditch in the Municipality of Mehterlam was completed in March. It covered all the streets in the market area. The project addresses a number of problems: it mitigates traffic congestion in the city center; it channels waste water into the drains, and it replaces muddy footpaths along the roads. The project is highly appreciated by the Municipality and the residents of Mehterlam.



The Sidewalk and Drainage Ditch Project in Mehterlam.

The construction of a Car Parking Lot project in Pul-i-Alam was completed at the end of March. It provides 3,117 square meters of parking area for the businessmen, shopkeepers and other citizens who want to park their car while visiting the municipality. The existing parking space in the city was insufficient to meet the demand and the citizens were parking their cars in front of the markets and along the roads, which was causing traffic congestion and other problems. By constructing the parking lot the traffic problems in the city center have reduced and the project is a significant source of sustainable revenue for the municipal government.

The Drainage Ditch Rehabilitation Project in Khost was also completed during the reporting period. Prior to implementing this project the drainage ditches in the central area of the

municipality were in a state of disrepair. The existing ditches were being used for depositing trash, the surrounding area was uneven, and the ditches were unable to properly drain waste water. The project rehabilitated existing drainage ditches by leveling the area surrounding the ditches, and replacing the concrete covers with metal grates over the drainage ditch.



A section of the completed Drainage Ditch Rehabilitation Project in the Municipality of Khost.

R.5 Number of interventions resulting in increased participation of women in government and civil society

<i>Indicator R.5: Number of interventions resulting in increased participation of women in government and civil society</i>					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	14 (One in each municipality)	0	10	2	

Women and youth make up two-thirds of the population, yet their participation in the decisions that affect them has historically been very limited. The conservative nature of Afghan society places severe restrictions on women's mobility, education and opportunity for self-determination. As a result they are often indifferent to the work of governing bodies such as municipalities. They lack knowledge about civic affairs, skills to advocate and organize, gateways to employment within the municipal bureaucracy, and business skills to make their business competitive. RAMP UP East's gender-responsive governance program was designed based on consultations with mayors, municipal officials, the Department of Women's Affairs, and civil society groups. The gender-responsive small grants program, which is being implemented in all 14 municipalities over a period of one year, has the following components:

1. **Fellowship program:** Aims to empower young women and men who are interested in working with municipalities in order to promote gender and youth integration and participate in public awareness activities focused on the roles and responsibilities of citizens in conjunction with their municipalities: for 56 young men and women.
2. **Public participation in governance:** A series of workshops in 1) communication, specifically public speaking and advocacy, 2) gender, civic education and governance, and 3) management and leadership: for 4,200 men and women.
3. **Women's participation in service delivery:** A series of initiatives, including training for women entrepreneurs and business owners in each target municipality. Focus areas include business planning and marketing, management, and private-public partnerships” for 420 women.

Gender Component 2 is reported in this section (R.5) while Gender Components 1 and 3 are discussed in the succeeding section (R.6).

Activities

The small grants for gender-responsive governance were introduced during the project's first Option Year. RAMP UP East is set to implement one gender intervention in each municipality, for a total of 14 interventions. Four local organizations have been selected through public competitive bidding to implement the gender-responsive governance interventions. These organizations are Bureau for Reconstruction and Development (BRD) for Bamyan, Ghazni and Maidan Shar; Afghanistan Relief and Rehabilitation Organization (ARARO) for Jalalabad, Asadabad, Mehterlam and Parun; Noor Social and Cultural Organization (NSCO) for Gardez, Pul-i-Alam, Sharana, Khost; and Afghan Amputee Bicyclists for Rehabilitation and Recreation (AABRAR) for Charikar, Mahmud-i-Raqi, and Panjshir.

During the quarter, 12 out of 14 municipalities have started implementing Component 2: public participation in local governance. In Sharana and Gardez the grantee (NSCO) was unable to implement the project and at the request of the grantee the contract was terminated on March 15. A solution has been found for this problem and the activity will start in the two remaining municipalities in the next quarter.

Between January and March 2012, a total of 888 participants (442 females and 446 males) have been trained through the public participation in local governance component.

Participants in the municipalities of Bamyan, Ghazni and Maidan Shar received training in communication/public speaking, meeting management, leadership, advocacy and gender equality; Jalalabad, Asadabad, Mehterlam and Parun participants received training in gender mainstreaming, governance, advocacy and leadership/management; and those from Charikar, Panjshir and Mahmud-i-Raqi received training in gender in governance and leadership, advocacy and effective communication.

Gender Component 2 Training conducted (January - March 2012)						
No	Municipality	Intervention Implemented	Public participation in Local Governance		Total	Topics
			Male	Female		
1	Bamyan	1	46	53	99	Communication/public speaking/meeting management, leadership, Advocacy, Gender equality
2	Ghazni	1	15	18	33	
3	Maidan Shar	1	32	34	66	
4	Jalalabad	1	30	30	60	Gender mainstreaming, governance, advocacy, leadership, management
5	Asadabad	1	30	30	60	
6	Mehterlam	1	45	45	90	
7	Parun	1	45	45	90	
8	Charikar	1	59	61	120	Gender in governance and leadership, advocacy, effective communication
9	Panjshir	1	60	30	90	
10	Mahmud Raqi	1	39	51	90	
11	Gardez	0	0	0	0	Leadership/management, municipality roles and responsibilities, communication
12	Khost	1	30	30	60	
13	Pul-i-Alam	1	15	15	30	
14	Sharana	0	0	0	0	
Totals		12	446	442	888	

R.6 Number of interventions leading to increased employment and economic opportunities for women

<i>Indicator R.6: Number of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries.</i>					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	28 (2 in each municipality)	0	14	11	

Two gender components are measured by this indicator: Component 1: fellowship program and Component 3: women participation in service delivery. During the one year life of the grant, each of the 14 municipalities will conduct activities under these two components and the target is a total of 28 interventions implemented by June 2012.

Fellowship program

The fellowship program aims to empower young women and men who are interested in working with municipalities in order to promote gender and youth integration and participate in public awareness of the roles and responsibilities of citizens in conjunction with their

municipalities. Fifty-six young men and women from 14 municipalities are targeted to participate in this program, or 4 participants per municipality. The fellows will work in the municipal offices and the grantee's offices to orient them on office work and procedures.

During the period covered, 24 participants (2 from each municipality excluding Gardez and Sharana) continued the fellowship programs. As mentioned above, the grantee responsible for Sharana and Gardez, NSCO, was unable to start the program. Implementation of the fellowship program is progressing smoothly in most municipalities, however in Bazarak and Jalalabad the municipal mayors have not allowed the female and male fellows to work in the municipal offices. In Bazarak both the male and female fellows have been provided with work space at the Department of Women's Affairs. The fellows are mentored in office practices and procedures by the grantee.

Service Delivery

The women's participation in service delivery component consists of a series of activities that include training for women entrepreneurs and business owners. The training topics include business planning and marketing, management, public-private partnerships, bookkeeping, networking, and business sustainability. Additionally, one or more events to promote women businesses will be undertaken and four product exhibitions will be organized in each province. The program is designed to train 30 female participants in each municipality, or a total of 420. During the reporting period 330 female entrepreneurs were identified and attended the first round of the training.

During this quarter nine exhibitions took place in the municipalities of Ghazni, Charikar, Bazarak, Bamyan, Mahmud-i-Raqi, Maidan Shar, and Jalalabad.



Women from different districts in Kapisa brought their products to Mahmud-i-Raqi for the women's small business exhibition held on January 28.

Gender Component 3 Training conducted (January - March 2012)				
No	Municipality	Intervention Implemented	Women's Participation in Service Delivery	Training Topics
			Female	
1	Bamyan	1	30	Business management
2	Ghazni	1	30	
3	Maidan Shar	1	30	
4	Jalalabad	1	30	Advertising, business networking and marketing
5	Asadabad	1	30	
6	Mehterlam	1	30	
7	Parun	1	30	
8	Charikar	1	30	Management, book keeping, business development, business planning and marketing skills.
9	Panjshir	1	30	
10	Mahmud Raqi	1	30	
11	Gardez	0	0	Business set up, organizational management
12	Khost	0	0	
13	Pul-i-Alam	0	0	
14	Sharana	1	30	
Totals		11	330	

R.7 Number of youth support interventions resulting in increased participation of youth in municipality affairs and community development

<i>Indicator R.7: Number of youth support interventions resulting in increased participation of youth in municipality affairs and community development</i>					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	42 (3 in each municipality)	0	30	9	

The purpose of the RAMP UP East-supported Youth Participation Program is to expand the participation of female and male youth in municipal activities, specifically greenery and environmental cleanliness. This program aims to achieve the following: 1) strengthen the partnership between civil society/NGOs and the municipality; 2) improve public communication and the confidence of citizens in their municipal authorities through youth outreach activities; and 3) promote public engagement and citizen participation through municipal campaigns and other structured undertakings. Activities under this small grant program are mainly designed for youth who have graduated from high school but who are unemployed or lack practical working experience and skills, and are not currently enrolled in

tertiary education. In other words, these are the job seekers who do not know how and where to start looking for work. This activity is therefore designed for and focused on youth capacity development.

The Youth Participation Program has three components, namely:

- 1) **Internship program** for 6 youth per municipality in all 14 municipalities consisting of 3 females and 3 males;
- 2) **Computer training program** for 40 youth per municipality: 20 females and 20 males;
- 3) **Sports activities** (volleyball, football, taekwondo and cricket) in 14 municipalities covered by RAMP UP East.

The small grants for youth programs were awarded to five local NGOs to implement the three components in all municipalities. The program was awarded to Afghan Mobile Reconstruction Association (AMRAN), Afghan Community Development Organization (ACDO), Afghanistan Rehabilitation and Education Program (AREP), Reconstruction and Social Service for Afghanistan Organization (RSSAO) during the previous quarter. The award to Education and Training Center for Poor Women and Girls (also known as Education Center for Women, ECW) was approved in the month of January.

During the reporting period, 2,122 male and 307 females were engaged in some or all three components of the youth participation small grants program.

All municipalities face the challenge of finding female participants for the programs. In Maidan Shar, the NGO grantee could not identify young females meeting the eligibility requirement and who were willing to participate in the computer training. Many options were explored but at the end the grantee in consultation with local stakeholders including the municipality, Departments of Women's Affairs and Education, decided to train 20 additional males in the computer training class.

During this quarter the grant agreement between RAMP UP East and ACDO was terminated based on below standard work quality, lack of transparency and inability to implement all three components of the program in Gardez and Pul-i-Alam. RAMP UP East is negotiation with two other existing grantees to implement the program in Gardez and Pul-i-Alam.

NGO-grantee Afghanistan Rehabilitation and Education Program (AREP) has organized eleven sport tournaments (Taekwondo and volleyball) with participation of 484 players, including 28 female taekwondo players, in Bamyan and Ghazni. The tournaments took place in Bamyan, Ghazni, Maidan Shar, Jalalabad, Asadabad, Nurgaram, Sharana and Khost. Five of the interns (3 male and 2 female) in Ghazni have been hired by the municipality. This is the first time that the Municipality of Ghazni is employing female staff members.



A taekwondo tournament named "City cleaning tournament" was held in Khost on March 04.

Youth Participation Activities (Jan-March 2012)									
No	Municipality	Internship		Computer Class		Sports		Total	
		Male	Female	Male	Female	Male	Female	Male	Female
1	Bamyan	3	3	20	20	88	12	111	35
2	Asadabad	3	3	20	20	224	0	267	23
3	Charikar	3	3	20	20	0	0	23	23
4	Gardez	3	3	20	0	128	0	151	3
5	Ghazni	3	3	20	20	164	28	187	51
6	Jalalabad	3	3	20	20	224	0	247	23
7	Khost	3	3	20	20	176	0	199	23
8	Mahmud-i-Raqi	3	3	20	20	0	0	23	23
9	Maidan Shar	3	3	40	0	144	0	187	3
10	Mehterlam	3	3	20	20	224	0	247	23
11	Nurgaram	1	1	10	10	96	0	107	11
12	Bazarak	3	3	20	20	0	0	23	23
13	Pul-i-Alam	3	3	20	20	128	0	151	23
14	Sharana	3	0	20	20	128	0	199	20
Total		40	37	290	230	1,724	40	2,122	307
GRAND TOTAL								2,429	

 Municipalities where activities have been suspended (from February 15) due to termination of grants contract.

ANNEX I – Performance Indicators

RAMP UP East Results, January-March 2012 – Impact Indicators

PMP Ind	PERFORMANCE INDICATOR		Baseline (Sep 2011)	Target	Actual (Sep 2012)	% Change
	Indicator					
IMPACT INDICATORS						
PO.1	% increase in citizen satisfaction with municipal government		72%	78% (20% of 28% = +6% increase)		
PO.2	% increase in citizen perception that local government officials are working to serve their needs		59%	67% (20 of 41% = +8% increase)		
PO.3	% increase of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city		50%	60% (20% of 50% = +10% increase)		
IR 2.4	% of citizens who believe that their access to municipally-provided services has increased		58%	66% (20% of 42% = +8% increase)		
IR 3.4	% increase in revenue generated	Asadabad (Kunar)	24,047,000	20% increase in 7 municipalities	40,984,463	70%
		Bamyan (Bamyan)	31,793,000		24,158,189	-24%
		Charikar (Parwan)	61,056,000		32,254,690	-47%
		Gardez (Paktya)	33,832,000		44,268,965	31%
		Ghazni (Ghazni)	37,279,000		62,204,680	67%
		Jalalabad (Nangarhar)	217,339,000		220,822,875	2%
		Khost (Khost)	114,412,000		80,151,192	-30%
		Mahmud-i-Raqi (Kapisa)	7,129,000		15,522,170	118%
		Maidan Shar (Wardak)	21,788,000		36,150,734	66%
		Mehtarlam (Laghman)	40,154,000		104,049,424	159%
		Panjshir (Panjshir)	17,249,000		33,342,770	93%
		Pul i Alam (Logar)	40,712,000		32,419,251	-20%
		Sharana (Paktika)	9,294,000		46,363,738	399%

Note: figures for IR 3.4 are based on Afghan Fiscal Year end of March 20 2011 and 2012.

RAMP UP East Results, January-March 2012 – Performance Indicators

PMP Ind	PERFORMANCE INDICATOR	Baseline (June 2011)	Target Option Year 1	ACTUAL				PROJECT TOTALS	
	Indicator			Q4 FY 2011:	Q1 FY 2012:	Q2 FY 2012:	Q3 FY 2012:	Project to date	%
				(Jul-Sep)	(Oct – Dec)	(Jan-Mar)	(Apr-Jun)		
IR.1 INDICATORS									
IR.1.1	<i># of municipalities with functioning performance budgeting systems</i>	0	10	0	0	1	-	1	10%
IR.1.2	<i># of municipalities with functioning accounting systems</i>	0	10	0	1	1	-	2	20%
IR.1.3	<i># of participatory citizen engagement mechanisms implemented by municipal officials</i>	0	5 mechanisms in each municipality (5x14 = 70)	28	10	6	-	46	65%
IR.2 INDICATORS									
IR.2.1	<i># of sub-national government entities receiving RAMP UP-East assistance to improve their performance</i>	0	14	14	14	14	-	14	100%
IR.2.2	<i># of municipal service delivery projects implemented</i>	0	8	7	-	-	-	7	88%
IR.2.3	<i>% of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation</i>	0%	100%	100%	100%	100%	-	100%	100%
IR.3 INDICATORS									
IR.3.1	<i># of public private partnerships</i>	0	10 in different municipalities	0	0	0	-	0	0%
IR.3.2	<i># of person-days of labor</i>	0	86,000 man-days	26,287	41,933	22,112	-	90,332	105%
IR.3.3	<i># of sub-national institutions receiving RAMP UP-East assistance to increase their annual own-source revenue</i>	0	14	14	14	14	-	14	100%

RAMP UP East Results, January-March 2011 – Performance Indicators

PMP Ind	PERFORMANCE INDICATOR	Baseline (June 2011)	Target Option Year 1	ACTUAL				PROJECT TOTALS	
	Indicator			Q4 FY 2011:	Q1 FY 2012:	Q2 FY 2012:	Q3 FY 2012:	Project to date	%
				(Jul-Sep)	(Oct – Dec)	(Jan-Mar)	(Apr-Jun)		
REPORTING INDICATORS									
R1	<i># of individuals who received RAMP UP East assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization</i>	0	117 persons	39	45	84	-	168	143%
R2	<i># of government officials receiving USG-supported anti-corruption training</i>	0	76 persons	13	9	0	-	22	29%
R3	<i># of mechanisms for external oversight of public resource use supported</i>	0	28 mechanisms	0	0	4	-	4	14%
R4	<i># of key-infrastructure rehabilitated or improved</i>	0	68	2	8	5	-	15	22%
R5	<i># of interventions resulting in increased participation of women in government and civil society</i>	0	14 interventions	0	10	2	-	12	85%
R6	<i># of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries</i>	0	28 Interventions	0	14	11	-	25	89%
R7	<i># of youth support interventions resulting in increased participation of youth in the municipality affairs and community development.</i>	0	42 interventions	0	30	9	-	39	92%

Annex 2 – List of Infrastructure Projects as of March 31, 2012

Completed and Ongoing Infrastructure Projects from June 2010 – March 30, 2012					
No	Municipality	Province	Activity	Specification	Current Status
1	Asadabad	Kunar	Drainage Ditch	1,300 M	Complete
2	Asadabad	Kunar	Drainage Ditch, City Market	600 M	Complete
3	Asadabad	Kunar	Construction Retaining Walls along Dam Kelay Stream	320 M	Complete
4	Asadabad	Kunar	Gravel Road, Culvert Installation & Retaining Wall Construction		Complete
			Gravel Road	10,000 sq M	
			Culverts	18 Each	
			Retaining Walls	460 M	
5	Asadabad	Kunar	Solid Waste Collection and Trash Bin/Enclosures Project	80 Enclosures	Ongoing
6	Bamyan	Bamyan	Waste Disposal Enclosure Construction	15 Each	Complete
7	Bamyan	Bamyan	Construction of Mosaic Sidewalk	5,500 sq M	Complete
8	Bamyan	Bamyan	Reconstruction and Asphalt Paving of Streets & Drainage Ditch Construction		Ongoing
			Asphalt Paving	7,110 sq M	
			Ditch	1,405 M	
9	Bamyan	Bamyan	Construction of a public latrine	6 Stalls	Ongoing
10	Charikar	Parwan	Street Grading (District 2) and Ditches		Ongoing
			Street Grading	40,000 sq M	
			Drainage Ditches	7,000 M	
11	Charikar	Parwan	Cinema Demolition	1,167 sq M	Complete
12	Charikar	Parwan	Street Grading (District 1)	96,300 sq M	Complete
13	Charikar	Parwan	Landfill Expansion Construction Project	7,000 m	Complete
14	Charikar	Parwan	Drainage Ditch Construction & Street Rough Grading (District 2)		Ongoing
			Construction of 7 Km of Drainage Ditches	7000 M	
			Rough Grading of 5 Km of Streets	5000 M	
15	Gardez	Paktya	Construction of Sidewalk and Fence		Complete
			Sidewalk	4,200 sq M	
			Fence	1,050 M	
16	Ghazni	Ghazni	Ada Kandahar Road Median/Parkway Improvement Project	1,125 sq M	Complete
17	Jalalabad	Nangarhar	Sidewalk	5,574 sq M	Complete
18	Jalalabad	Nangarhar	Construction of culverts	2 Each	Complete
19	Jalalabad	Nangarhar	Construction of 50 culverts	50 Each	Complete
20	Jalalabad	Nangarhar	Dosaraka Fabreka Rd, Ditch, median, Retaining Wall		Ongoing
21	Jalalabad	Nangarhar	Parking Lot RCC	7,000 sq M	Ongoing
			Culverts	3 Each	
			Retaining Walls	145 M	
			Median	1,200 sq M	
			Ditch	2,400 M	
22	Khost	Khost	Drainage Ditch Improvements	1,296 M	Ongoing
23	Khost	Khost	Woman's Park Renovation		Ongoing
			Park Rehabilitation Area	4,716 sq M	
			New Canteen	96 sq M	
			Mosque Rehabilitation	50 sq M	
24	Mahmud Raqi	Kapisa	Drainage Ditch, Sidewalk & Culvert Construction		Complete
			Ditch	240 M	
			Culverts	4 Each	
			Sidewalk	68 sq M	
25	Mahmud Raqi	Kapisa	Street Paving, Ditch and Median and Parking Lot		Ongoing
			Asphalt Paving	4,200 sq M	

Completed and Ongoing Infrastructure Projects from June 2010 – March 30, 2012					
No	Municipality	Province	Activity	Specification	Current Status
			Culverts	2 Each	
			Retaining Walls	800 M	
			Paving of Parking Lot	2,040 sq M	
			Median	480 sq M	
26	Mahmud Raqi	Kapisa	Construction of 2 Public Latrines	20 Stalls	Ongoing
27	Maiden Shar	Wardak	Drainage Ditch & Culvert Project		Complete
			Ditch	1,100 M	
			Culverts	6 Each	
28	Maiden Shar	Wardak	Solid Waste Receptacles	25 Each	Complete
29	Maiden Shar	Wardak	Sport Stadium Renovation & Construction Project		Ongoing
30	Maiden Shar	Wardak	Sidewalk Construction		Ongoing
			Construction of a 360M/1080 M2 of mosaic sidewalk on a reinforced concrete base	360 M 1,080 M2	
31	Mehterlam	Laghman	Construction of Drainage Ditch in Shahar-e-Naw	7,750 M	Complete
32	Mehterlam	Laghman	Construction of Drainage Ditch and Sidewalk in the Bazaar		Ongoing
			Ditch	4,000 M	
			Sidewalk	1,200 sq M	
33	Panjshir	Panjshir	Ditch, Sidewalks and Culverts		Complete
			Ditch	1,000 M	
			Culverts	4 Each	
			Sidewalk	5,000 sq M	
			Median	400 M	
34	Panjshir	Panjshir	Paving of 4 Streets	5,800 sq M	Ongoing
35	Panjshir	Panjshir	Solid Waste Bin/Enclosure Construction	32 Enclosure	Ongoing
36	Panjshir	Panjshir	Construction of Temporary Solid Waste Disposal Site	3750 cu. M	Ongoing
37	Pul I Alam	Logar	Reinforced Concrete Parking Lot 1	1,598 sq M	Complete
38	Pul I Alam	Logar	Solid Waste Receptacles	55 Each	Complete
39	Pul I Alam	Logar	Reinforced Concrete Parking Lot 2	3,117 sq M	Ongoing
40	Sharana	Paktika	Ditch Project	1,000 M	Complete
41	Sharana	Paktika	Public Latrine	10 Stalls	Complete
42	Sharana	Paktika	Public Latrine	10 Stalls	Complete
43	Sharana	Paktika	70 RCC Solid Waste Enclosures	70 Each	Complete

Annex 3 – progress against work plan detailed activity plan

Activity and Key Actions	Status *completed, ongoing, planned	Completion Date	Exceptions / Notes
3 Program Activities			
3.1 Municipal Improvement Plans			
Develop Year 2 MIPs	Completed	Jul-11	Draft Option Year 2 MIPs were presented during the Mayor's conference in June 2011 and finalized in July 2011
Mid-Year Review of MIPs	Ongoing	May-12	The MIPs were revised following the reduction in obligated funding in July 2011. However, formal concurrence from the mayors was not received due to the sensitive nature of the cuts in service delivery improvement projects and the uncertainty about the available funding.
3.2 Strategic Municipal Action Plans			
Review existing strategic urban plans (SMAPs)	Ongoing	Jun-12	
Prepare base maps and analyze socio-economic conditions	Ongoing	Jun-12	
Prepare (draft) urban development strategy	Ongoing	Jun-12	
3.3 Standard Operating Procedure (SOP) Development			
Identify Relevant SOPs for Technical Areas	Completed	Jan-12	
Develop SOP Standard SOP structure	Completed	Jan-12	
Draft SOPs From Existing Training Content	N/A	N/A	(Not applicable. SOPs are drafted based on field experiences, not by the Capacity Development Department but by concerned technical departments. This is replaced by Revised SOPs according to the standard format.)
Conduct municipal level review of draft SOPs	Completed	Mar-12	
Obtain IDLG Endorsement of SOPs	Ongoing	May-12	
3.4 Year 1 Internal / External Survey			
Develop Work Plan for Conducting Survey and Reporting Results	Completed	Aug-11	
Conduct Public Opinion (External) Survey	Completed	Sep-12	
Conduct Municipal (Internal) Survey	Completed	Sep-12	
Data Analysis and Report Production	Completed	Feb-12	
Report Delivery and Presentation	Completed	Feb-12	
4 Capacity Building			
4.1 Capacity Building Methodology			
Develop Training Materials Process	Completed	Feb-12	
Develop Training Material Library Structure and Tracking	Completed	Dec-11	
Develop Training Evaluation Methodology and Process	Completed	Mar-12	
Contract Translation Services	Completed	Sep-11	
Ongoing Activities			
Support Training Materials Development	Completed	Feb-12	
Integration of Training of Trainers (TOT) within Technical Training	Completed	Mar-12	
4.2 Public Administration			
PA01: Public Administration Training and Organizational Structure			
Develop Training Content	Planned	N/A	Moved to Option Year 2
Conduct Training	Planned	N/A	Moved to Option Year 2
PA02: Afghan Procurement Law and Local Procurement Process			
Develop Training Content	Planned	May-12	
Conduct Training	Planned	May-12	
PA03: Transparency Training - Procurement			
Develop Training Content	Planned	Jun-12	
Conduct Training	Planned	Jun-12	
4.3 Municipal Finance			
FM01 General Accounting Training			
Develop Training Content (year 1)	Completed	Mar-11	
Conduct Training of Advisors	Completed	Mar-11	
Conduct Survey	Completed	Apr-12	Continuous activity: conducted in Oct 2011 and Jan 2012, and planned for April 2012
Conduct Training in Municipalities	Completed	Jul-11	
FM02 Revenue Forecast Training			
Develop Training Content	Completed	Aug-11	
Conduct Training of Advisors	Completed	Nov-11	
Conduct Survey	Completed	Oct-11	Continuous activity: conducted in Oct 2011 and Jan 2012, and planned for April 2012
Conduct Training in Municipalities	Completed	Dec-11	
FM03 Budget Process Training			
Develop Training Content	Completed	Feb-12	
Conduct Training of Advisors	Completed	Feb-12	
Conduct Survey	Completed	Jan-12	Follow-up survey planned for April 2012
Conduct Training in Municipalities	Completed	Feb-12	

Activity and Key Actions	Status *completed, ongoing, planned	Completion Date	Exceptions / Notes
FM05 Cash Management Training			
Develop Training Content	Planned	Jun-12	
Conduct Training of Advisors	Planned	Jun-12	
Conduct Survey	Planned	Jun-12	
Conduct Training in Municipalities	Planned	Jun-12	
FM04 Performance Based Budget Training			
Develop Training Content	Planned	N/A	Moved to Option Year 2
Conduct Training of Advisors	Planned	N/A	Moved to Option Year 2
Conduct Survey	Planned	N/A	Moved to Option Year 2
Conduct Training in Municipalities	Planned	N/A	Moved to Option Year 2
FM06 Asset Accounting Training			
Develop Training Content	Planned	N/A	Moved to Option Year 2
Conduct Training of Advisors	Planned	N/A	Moved to Option Year 2
Conduct Survey	Planned	N/A	Moved to Option Year 2
Conduct Training in Municipalities	Planned	N/A	Moved to Option Year 2
FM07 Accrual Accounting Training			
Develop Training Content	Planned	N/A	Moved to Option Year 2
Accounting Modernization Implementation			
Excel Based System			
Analyze current process for recording transaction	Completed	Jul-11	
Develop standard excel based system Revenue/Expense	Completed	Jan-12	
Develop Excel based system training content	Planned	N/A	Moved to Option Year 2
Conduct training in Municipalities	Ongoing	Jun-12	
Parallel processing of transactions in manual/excel	Ongoing	Jun-12	
Cut over to excel based system as standard process	Ongoing		
Packaged Software System			
Perform System Requirements analysis for package software	Planned	N/A	Moved to Option Year 2
Identify and evaluate packaged software	Planned	N/A	Moved to Option Year 2
Prototype package software in selected municipalities	Planned	N/A	Moved to Option Year 2
3.4 Public Works			
PW01 Maintenance Schedules and Procedures			
Street Maintenance	Completed	Jul-11	
Drainage Ditch	Completed	Jul-11	
Vehicle Maintenance	Completed	Jul-11	
Public Latrine Maintenance	Completed	Jul-11	
Operations & Maintenance Implementation Review	Completed	Jul-11	
PW02 Planning and Budgeting			
Operations and Main Planning and Budgeting			
Develop Training Content	Ongoing	Apr-12	
Conduct Training	Planned	May-12	
Public Works Budget Development	Planned	May-12	
PW03 Organizational Structure and Facilities			
Public Works Structure and Task Organization			
Develop Training Content	Ongoing	Apr-12	
Conduct Training	Planned	May-12	
Introduction to Public Works Facilities			
Develop Training Content	Ongoing	Apr-12	
Conduct Training	Planned	May-12	
5 Infrastructure and Service Delivery			
5.1 Solid Waste Improvements			
Solid Waste Management Planning			
5.2 Engineering - Training Program			
ENG01: Environmental Training			
Develop Training Content	Completed	Dec-11	
Conduct Training	Completed	Jan-12	
ENG02: Project Management			
Develop Training Content	Completed	Dec-11	
Conduct Training	Completed	Jan-12	
ENG03: Estimating			
Develop Training Content	Completed	Dec-11	
Conduct Training	Completed	Jan-12	
ENG04: Surveying			
Develop Training Content	Completed	Feb-12	
Conduct Training	Completed	Mar-12	
Follow-on Field Training	Completed	Mar-12	
ENG05: CADD Training			
Develop Training Content	Ongoing	Apr-12	
Conduct Training	Planned	May-12	
Follow-on Field Training	Planned	May-12	
ENG06: Landscape Training			
Develop Training Content	Canceled	N/A	
Conduct Training	Canceled	N/A	
ENG07: Standards			
Develop Training Content	Planned	Apr-12	
Conduct Training	Planned	May-12	

Activity and Key Actions	Status *completed, ongoing, planned	Completion Date	Exceptions / Notes
6 Revenue Enhancement - Economic Development			
6.1 Leveraging Municipal Assets			
Fixed Asset Inventory Developed (year 1)	Ongoing	Jun-12	
Formulate Strategy for Asset Utilization	Ongoing	Jun-12	
6.2 Business Registration			
Business Registration Training			
Develop Training Content	Completed	Jan-12	
Conduct Training	Completed	Oct-12	Also done in November 2011 and January 2012
Implement Business Registration in municipalities	Ongoing	Sep-12	System is developed but issuing certificates is ongoing
6.3 Property Registration			
Analyze current processes and practices	Completed	Feb-12	
Identify System Requirements	Completed	Feb-12	
GDMA agreement on systems requirements and design	Completed	Mar-12	
System Development	Ongoing	Aug-12	System development in pilot cities is ongoing in 4 municipalities including Charikar, Ghazni, Jalalabad and Khost.
Pilot testing selected municipalities	Ongoing	Aug-12	The pilot phase is ongoing in 4 municipalities including Charikar, Ghazni, Jalalabad and Khost.
6.4 Municipal Economic Development Planning			
Develop Economic Profiles	Completed	Mar-12	
Economic Development Training	Ongoing	Apr-12	
Develop Training Content	Completed	Mar-12	
Conduct Training	Ongoing	Apr-12	
Develop Economic Improvement Plan	Ongoing	Jun-12	Economic Development plan (EDP) is rephrased to Local Economic Development Plan (LEDP)
Cross Cutting Issues			
7.1 Public Outreach			
Support organization of monthly citizen forums	Ongoing	N/A	Ongoing activity through the life of the project
Organize opening & closing ceremonies	Ongoing	N/A	Ongoing activity through the life of the project
Support development of municipal newsletters	Ongoing	N/A	Ongoing activity through the life of the project
Radio, TV and press interviews and roundtables	Ongoing	N/A	Ongoing activity through the life of the project
Prepare quarterly municipal progress report to IDLG	Ongoing	Jun-12	
Tri-partite meetings of municipality, USAID and RUE	Ongoing	Jun-12	
7.2 Gender Sensitization and Mainstreaming			
Review and score proposals	Completed	Oct-11	
Meeting with potential grantees	Completed	Oct-11	
Review revised proposals	Completed	Aug-11	
Oversee Gender Grants Program activities	Ongoing	Sep/Oct 2012	This activity includes Parun (Nuristan) too. This activity is implemented by multiple grantees and the expected end date differs based on their contract signing date and duration.
Training Workshop: Gender mainstreaming/sensitization	Ongoing	Dec-11	
Training Workshop: Gender Analysis/Equity	Ongoing	Jun-12	
7.3 Youth Activities			
Youth participation grants design	Completed	Jun-11	
Grants proposal review and award	Completed	Aug-11	
Stakeholder consultations	Completed	Apr-11	
Small grants implementation and monitoring	Ongoing	Sep/Oct 2012	This activity includes Parun (Nuristan) too. This activity is implemented by multiple grantees and the expected completion date differs based on their contract signing date and duration. Even some grantees work is supposed to be ongoing till Jan-2013
7.4 Intergovernmental Communications - Capacity Building			
Technical Working Group meetings with GDMA	Ongoing	N/A	Ongoing activity through the life of the project
Capacity building of IDLG/GDMA counterparts	Ongoing	N/A	Ongoing activity through the life of the project
Promotion of good municipal governance practices	Ongoing	N/A	Ongoing activity through the life of the project
7.5 Fraud Prevention - Training Program			
RAMPUP East employee training	Completed	Mar-12	
Municipal Staff Training	Completed	Mar-12	
7.6 Strengthen Local Implementing Partners - Training Programs			
Training of female engineering students	Completed	Jan-12	

